



Byrne Baltimore Collaborative

Final Report on Planning &
Implementation

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ABOUT THE COLLABORATIVE

The Collaborative, directed by Dr. Kyla Liggett-Creel of the University of Maryland School of Social Work in Baltimore, is a coalition of institutes of higher education, grassroots organizations, non-profit organizations, and governmental agency partners focused on healing-centered engagement in the Baltimore City community. The Collaborative's mission is to prevent, intervene, and heal from trauma and violence in all forms. The Collaborative accomplishes their mission through partnerships between grassroots, non-profits, city agencies, and institutes of higher education by engaging in service provision, education, and research.



Acknowledgments

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Contents

Acknowledgments	2
Executive Summary	5
Project Goals	5
Project Activities	5
Project Evaluation Methods and Findings	6
Recommendations for Future Violence Prevention Efforts	7
Ongoing Efforts	7
Project Description	8
Baltimore Collaborative Focus Area	8
Byrne Baltimore Collaborative Composition	12
Byrne Efforts' Alignment with Current Community Strengths and Needs	13
Planning Phase	14
Analysis of Crime and Hot Spots	14
Shifts in Identifying Crime Problems and Hot Spots & Key Information Sources	15
Strategy Development	16
Planning Process and Partner Engagement	16
Project Priorities	16
Implementation Phase	17
Key Activities	17
Project Milestones and Evolution of Partnerships	19
Action-Research Partnership	21
Summary of Findings from the Implementation Phase	22
Evaluation Purpose	22
Methodology	22
Process Evaluation	22
Outcome Evaluation	23
Process Evaluation Results	23
Byrne Grant Implementation	24
Successes of Implementation	25
Implementation Challenges	26
COVID-19 Impacts	27

Outcome Evaluation Results	27
Collective Impact of the Byrne Baltimore Collaborative	28
Difference Made for Participants in Partner Activities	29
Trends in Crime and Police Activity	30
Lessons Learned & Recommendations	34
Lessons Learned	34
Recommendations	35
Limitations, Challenges, and Suggestions for Improving the Program Model	37
Project Sustainability	37
References	39
Appendix A. Community Statistical Area Maps	40
Appendix B. Partner Organization Implementation & Findings Summaries	43
Appendix C. Survey Items	51
Communities United	51
Fight Blight Bmore	51
HeartSmiles	52
No Boundaries Coalition	53
The Community Builders	55
Voices of 21217	55
We Our Us	56
Appendix D. Survey Results Tables	57
Communities United	57
Fight Blight Bmore	58
HeartSmiles	59
No Boundaries Coalition	59
The Community Builders	62
We Our Us	63

Executive Summary

In 2016, the University of Maryland School of Social Work (UMSSW) in Baltimore, Maryland (MD) received a Bureau of Justice Assistance (BJA) Byrne Criminal Justice Innovation/Community Based Crime Reduction (BCJI/CBCR) award for the West Baltimore Youth Violence Prevention Initiative, later re-named the Byrne Baltimore Collaborative project. This final project report describes the project evolution and focuses primarily on activities and evaluation findings from the final year of project implementation (Implementation Phase 2 from October 2021–September 2022) as substantial changes were made to the project goals, strategies, and activities at that time. The Collaborative's activities focused on three sets of neighborhoods in West Baltimore with numerous existing community strengths and partnerships, as well as an historical disconnect between residents and institutions directly resulting from long-standing systemic racism, high levels of public drug use, high alcohol outlet density, and high violent crime rates. These neighborhoods in the 21217 zip code were: (1) Penn North/Reservoir Hill, (2) Upton/Druid Heights, and (3) Sandtown-Winchester/Harlem Park, all located in the 21217 zip code.

Project Goals

The Collaborative had three project goals, which were the focus of Implementation Phase 2, to: (1) provide crime reduction programming, (2) build a coalition of organizations serving West Baltimore to reduce crime, and (3) provide data to inform future crime reduction endeavors in West Baltimore. Using a data-informed approach and guided by a results-based accountability framework for evaluation activities, the Collaborative determined the following five strategies were suited for accomplishing the above stated goals: (1) youth and juvenile services, (2) blight remediation, (3) re-entry services, (4) community mobilization, and (5) crime prevention through environmental design (CPTED). The Collaborative was made up of a team from the University of Maryland School of Social Work (UMSSW), seven community-based agencies (funded partners: Communities United, The Community Builders, Fight Blight Bmore, HeartSmiles, No Boundaries Coalition, Voices of 21217, and We Our Us), and three additional unfunded community partners (University of Maryland Baltimore Police Department, The PEACE Team, and Time Organization). A team from the Urban Institute supported project evaluation activities and related reporting.

Project Activities

From October 2021–September 2022, the Collaborative implemented a wide range of activities to achieve the project goals. Activities included holding training sessions, having/hosting community meetings to share information and discuss the project activities, collecting data to inform or evaluate project activities, filming police officers having conversations with youth, developing a youth/police-led community mobilization initiative for crime reduction in 21217, providing resident education or application assistance, partnering with police to learn about environmental improvements that could be made to decrease criminal activities and to build sustainable positive

relationships between youth and police, and much more. Guided by a collective impact model, Collaborative partners worked together to identify violent and drug crime hot spots on which to focus, design and deliver project activities, and conduct evaluation activities, also supporting each other in their individual organizational efforts. With this approach, the Collaborative was able to increase their community reach and reinforce each other's efforts to enhance the project impact.

Project Evaluation Methods and Findings

Urban served as the research and planning partner to the University of Maryland School of Social Work (UMSSW) and conducted an evaluation of the activities implemented under this Byrne grant. The two primary goals of the evaluation were to: (1) gather evidence about the individual programs, and (2) gather evidence about the collaborative model. These goals were completed by implementing both process and outcome evaluation activities guided by a results-based accountability framework.

To describe and assess the program's implementation (process evaluation), Urban researchers *reviewed program materials*, reports, and publicly available resources and conducted *semi-structured stakeholder interviews* with leadership and staff at all partner organizations who were available and interested. In total, 13 stakeholders participated in the interviews. Urban attended monthly program partner meetings to observe and take notes on program activities and project updates. For the outcome evaluation, Urban relied on the aforementioned interviews, participant surveys, and analysis of administrative data. As part of the *stakeholder interviews*, Urban asked about perceived outcomes and changes in the neighborhoods during the implementation period. To examine each program specifically, Urban, UMSSW, and each partner organization jointly designed brief *surveys* to implement with program participants. Urban additionally reviewed publicly available *administrative data* related to police activity, crime, violence, youth, and economic wellbeing in the focal neighborhoods, to be compared over time in the outcome evaluation.

Overall, implementation of project activities was successful. In addition to attending 13 monthly Collaborative (i.e., cross-sector team) meetings, partners held nearly 300 community events/meetings that reached hundreds of youth, adults, and police throughout the focal neighborhoods. These opportunities included approximately 67 trainings for community members on a wide range of topics related to community safety and well-being and at least 223 meetings with community members. Taken together, the partners' activities worked toward crime prevention and community building by engaging residents at many levels and addressing different needs. The collaboration built and maintained because of the Byrne grant was a key success and facilitator of the work being done. Partners overall felt there was an increase in knowledge and frequency of teamwork. The major challenges of the grant were delays in funding receipt by individual partner organizations and the short timeline of one year.

Regarding the “difference made” by partners’ activities and collaboration under the Byrne grant, collaboration between partner organizations increased and is leading to collaboration with organizations in other parts of Baltimore. Relationships, mutual understanding, and communication between youth and police improved for those that participated in Byrne activities. Residents became more engaged in the community. Youth had leadership opportunities and gained skills in communication and organizing, as well as increased confidence and support. Levels of violence, crime, and disorder varied across the implementation period.

Recommendations for Future Violence Prevention Efforts

Challenges and lessons learned through this project uncovered four primary recommendations for future community-based violence prevention initiatives. First, it is critical to identify and build on strengths of community residents and local organizations to help ensure community violence prevention initiatives are tailored to and effective in the communities where implementation occurs. Second, it is recommended that those seeking to engage in such prevention efforts fully and genuinely partner with community residents, community organizations, and other key interested parties during every stage of project design, implementation, and evaluation to ensure proposed violence prevention strategies and activities are appropriate and feasible, as well as likely to be effective. Also, it is important that funders and others administering/directing community violence prevention projects seek to reduce administrative barriers related to funding, evaluation, and reporting for all community violence prevention project partners. Fourth, this initiative underscored the critical importance of taking a collaborative, healing-engaged, community-centered approach to community violence prevention to promote overall community well-being and violence reduction.

Ongoing Efforts

The organizations involved in the Byrne Baltimore Collaborative are continuing their partnerships and work in the 21217 in various forms. Notably, this Byrne grant supported the UMSSW team in developing a more formalized and sustainable structure for partners named in this report and additional partners to continue their work in West Baltimore. At the time of this report, the Collaborative has applied for and been awarded both city and federal funding that will help continue or expand upon Byrne project activities. Byrne partners will continue to apply for funding from various sources, including local, state, university, and federal grants/contracts and foundation grants.

Project Description

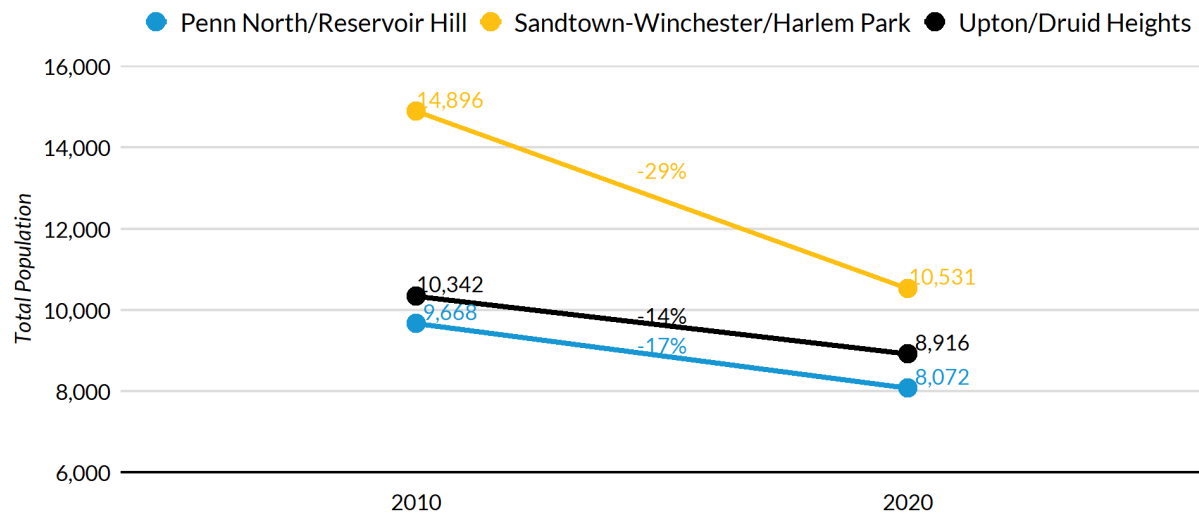
In 2016, the University of Maryland School of Social Work (UMSSW) in Baltimore, Maryland (MD) received a Bureau of Justice Assistance (BJA) Byrne Criminal Justice Innovation/Community Based Crime Reduction (BCJI/CBCR) award for the West Baltimore Youth Violence Prevention Initiative, later re-named the Byrne Baltimore Collaborative project. This final project report describes the project evolution and focuses primarily on activities and evaluation findings from the final year of project implementation (Implementation Phase 2 from October 2021–September 2022) as substantial changes were made to the project goals, strategies, and activities at that time. The Collaborative's activities focused on three sets of neighborhoods in West Baltimore with numerous existing community strengths and partnerships, as well as an historical disconnect between residents and institutions directly resulting from long-standing systemic racism, high levels of public drug use, high alcohol outlet density, and high violent crime rates. These neighborhoods in the 21217 zip code were: (1) Penn North/Reservoir Hill, (2) Upton/Druid Heights, and (3) Sandtown-Winchester/Harlem Park, all located in the 21217 zip code (see Appendix A for maps of these neighborhoods).

Baltimore Collaborative Focus Area

In this section, we describe characteristics of Penn North/Reservoir Hill, Upton/Druid Heights, and Sandtown-Winchester/Harlem Park using Census and American Community Survey data. As of September 2022, 2020 is the most recent year of available data. As such, all demographic graphs go through 2020 (Baltimore City, 2022a,b,c; Baltimore Neighborhood Indicators Alliance, 2022).

Between 2010 and 2020, the population in the focus neighborhoods declined (Figure 1). While this trend is seen across the three areas of interest, Sandtown-Winchester/Harlem Park experienced the greatest population decline at 29%. The other neighborhoods had declines of 17% (Penn North/Reservoir Hill) and 14% (Upton/Druid Heights). In comparison, Baltimore City overall experienced a 6% population decrease during this same period.

Figure 1: Total Population in 2010 and 2020.



Note. For comparison, the population in Baltimore City declined by 6% from 2010 to 2020.

Additionally, trends in economic wellbeing varied in the neighborhoods during this period. The share of housing units that were owner-occupied remained relatively stable over time but decreased slightly in recent years (Figure 2). However, the Byrne focus neighborhoods have rates well below the Baltimore City average. The neighborhoods have also generally had higher rates of unemployment as compared to the rest of the city (Figure 3).

Figure 2: Trends in Share of Housing Units that are Owner-Occupied (2014-2020).

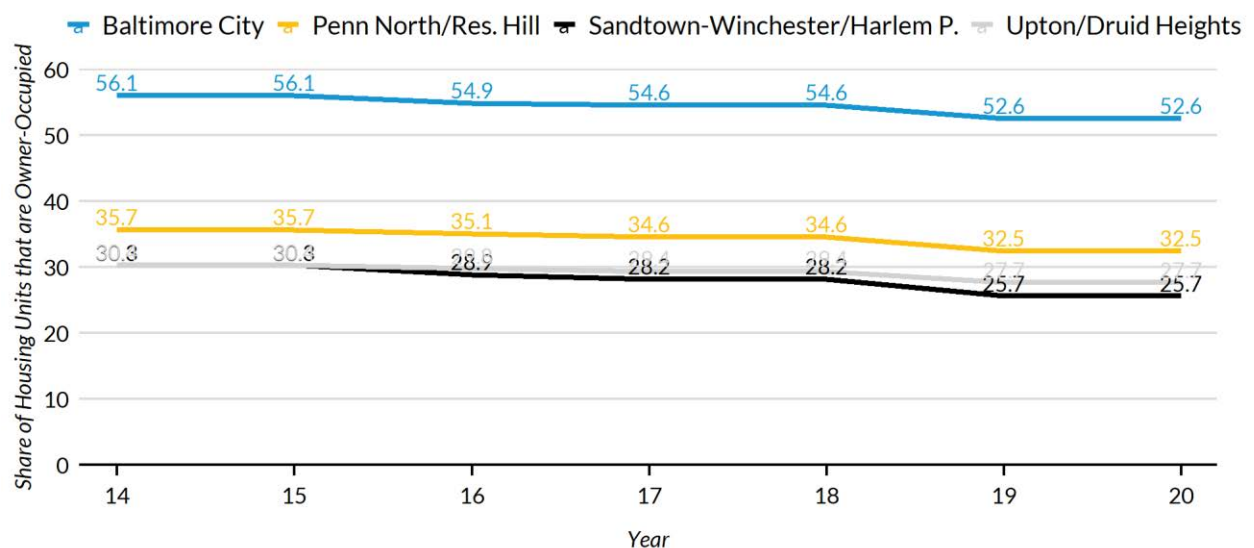
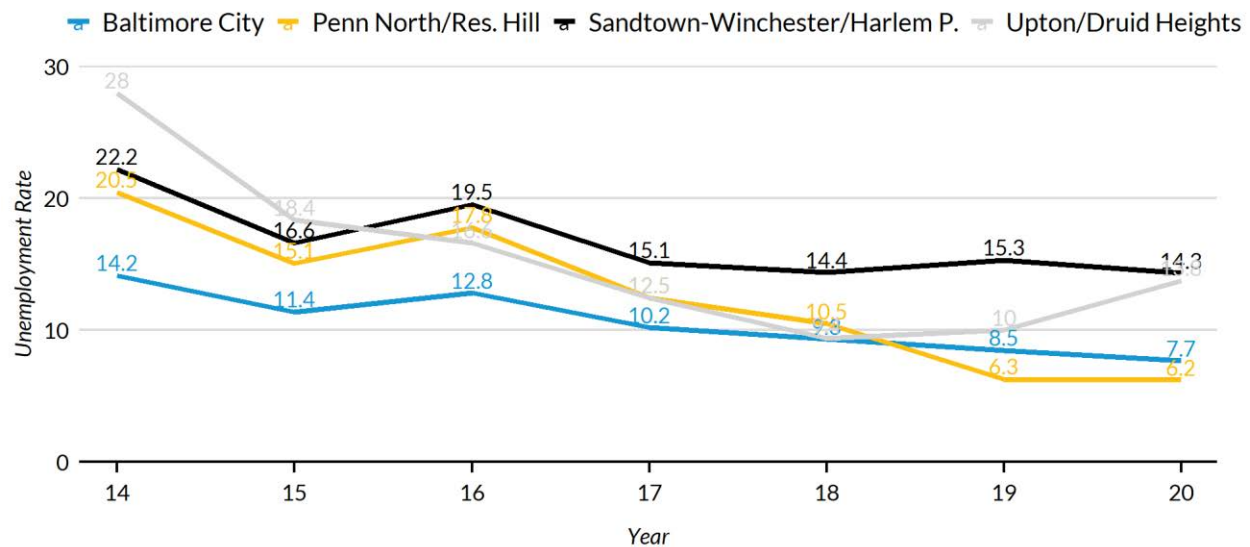
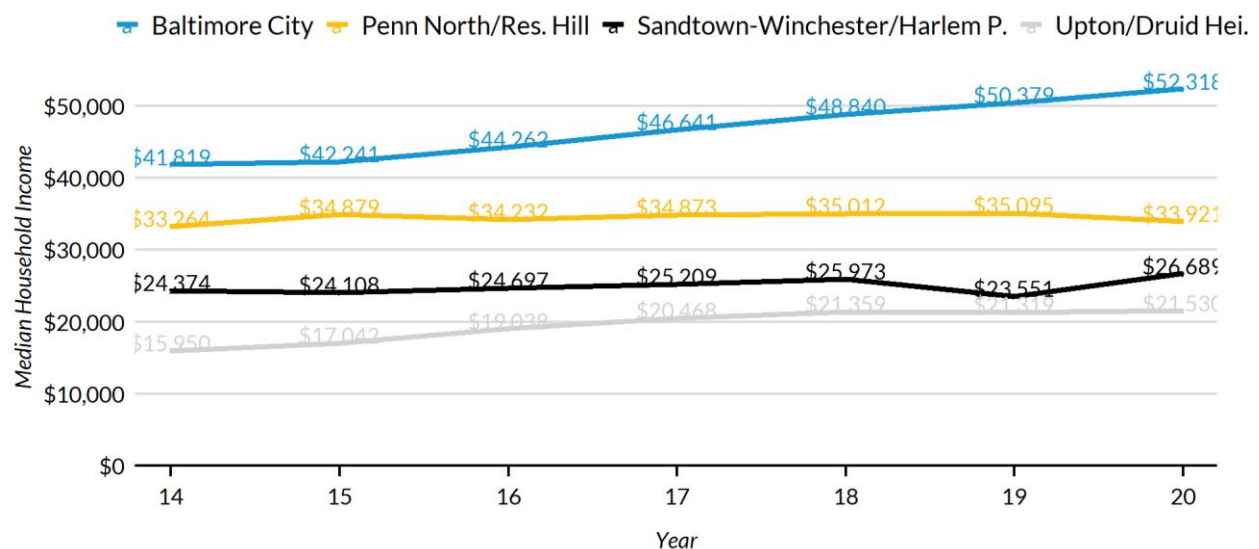


Figure 3: Unemployment Rate (2014-2020).



Penn North/Reservoir Hill is the exception. There has been a consistent decline in the unemployment rate for Penn North/Reservoir Hill, and the rates were lower than those for the City overall in 2019-2020. In contrast, the unemployment rate has been relatively stable in Sandtown-Winchester/Harlem Park from 2017 to 2020. Lastly, the median household income has been stable in Penn North/Reservoir Hill and Sandtown-Winchester/Harlem Park (Figure 4). There was a slight increase in Upton/Druid Heights and larger increases in the City overall.

Figure 4: Median Household Income (2014-2020).



Given that many project partners implemented activities and strategies engaging youth, we also note wellbeing indicators specific to youth. In Sandtown-Winchester/Harlem Park and Upton/Druid Heights, the share of children living below the poverty line has increased over time

to 61% and 70%, respectively, in 2020 (Figure 5). In comparison, just under 30% of children in Penn North/Reservoir Hill and Baltimore City were living below the poverty line. The percentage of youth ages 16-19 in school and/or employed was somewhat stable between 75% and 80% in 2014 to 2016 (Figure 6). While Sandtown-Winchester/Harlem Park previously trended closer to the Baltimore City average, in more recent years, each of the neighborhoods served by the project have been persistently lower than the average for the City as a whole between 2017 and 2020.

Figure 5: Share of Children Living below Poverty Line.

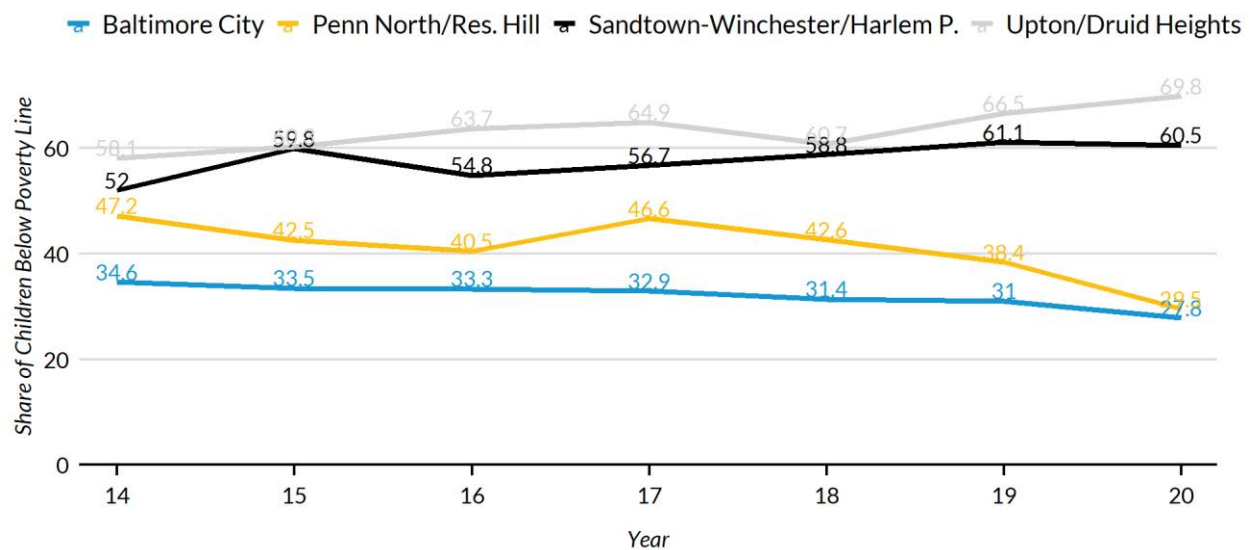
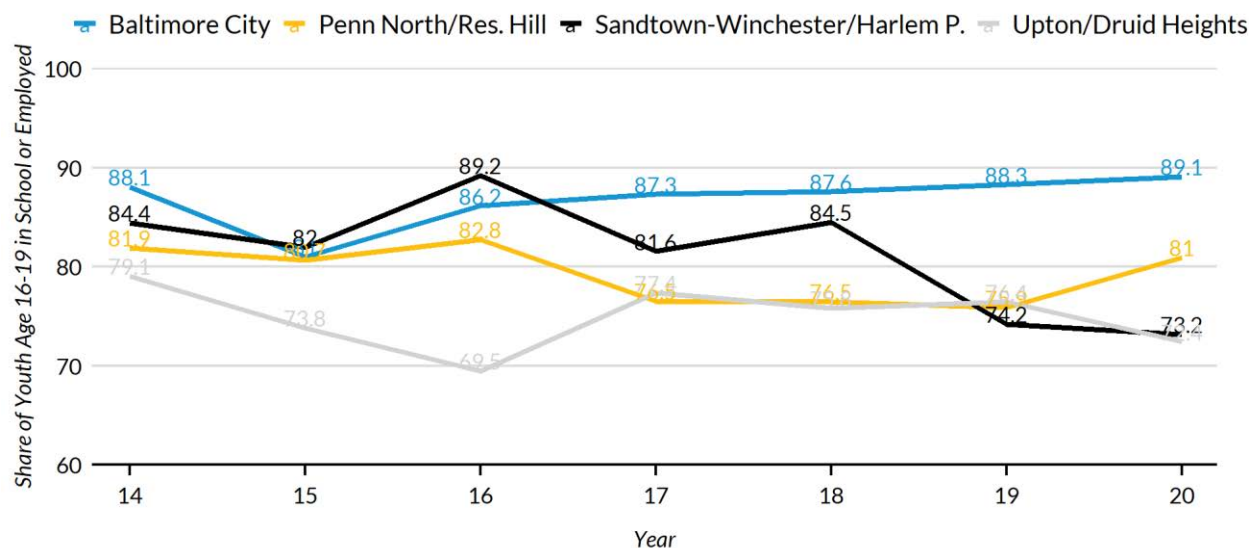


Figure 6: Share of Youth Ages 16-19 in School or Employed (2014-2020)



We also examined crime trends in the 21217 neighborhoods using data from the Baltimore Police Department. The neighborhoods with which we partnered during this project experience exceptionally high rates of violent crime in a city that is known nationally for high violent crime rates. In the 21217 zip code, there have been an average of 37 murders per year from fiscal years 2014 to 2022. The 21217 neighborhoods had a significantly higher rate of both violent crimes than Baltimore City as a whole from 2018 to 2022 (50 vs. 37 per 1,000 residents). The neighborhood also has several open-air drug markets. One primary neighborhood in the 21217 neighborhood is Upton/Druid Heights. In 2019, the number of narcotics calls for service per 1,000 residents in Upton/Druid Heights was 427 compared to 72 for Baltimore City overall.

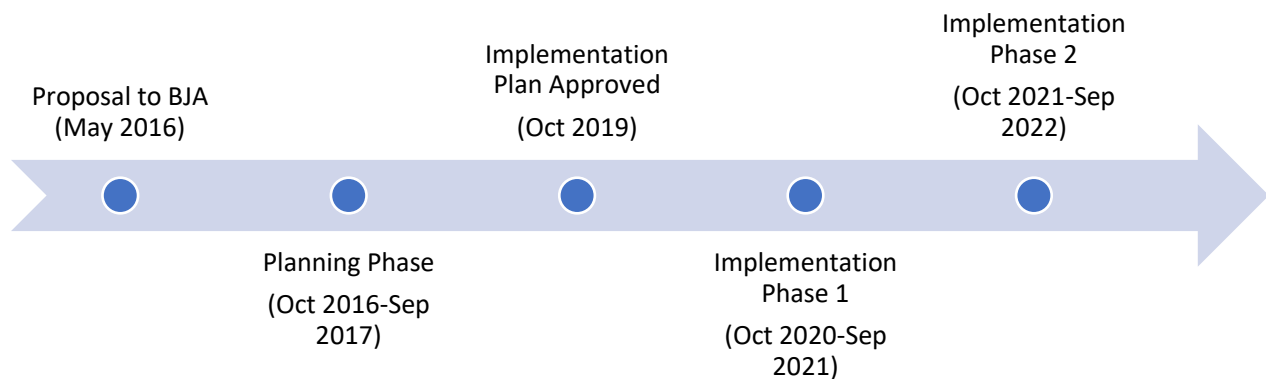
These high violent and drug-related crime rates are inextricably linked to racist redlining practices. Baltimore City was the first city in the United States to implement redlining, a policy created to prevent investment in Black communities, which resulted in a lower tax base, lower funding for schools, and fewer businesses within those communities. Upton/Druid Heights was redlined in 1937. These social determinants of health (poverty, low education, and unemployment) have left the focal neighborhoods plagued with drugs, crime, and violence. Dr. Lawrence Brown has written extensively about the impact of redlining on Black communities in Baltimore and coined the term the “Black Butterfly” (Brown, 2016, 2022). Redlined areas are the wings of the butterfly; the majority White communities form the spine of the butterfly on the map of Baltimore. When overlaying a map of where redlining took place in Baltimore, the communities with the highest rate of gun violence, including those served by the Byrne Baltimore Collaborative, are the communities that were redlined.

Overall, during the project period in the 21217 neighborhoods, there were limited employment and economic opportunities, high proportions of children living in poverty, and low household incomes. The population decline could also be indicative of people choosing to move to areas with more opportunities. These factors in combination with a long-standing disconnect between residents and institutions, high levels of public drug use, high alcohol outlet density, and high violent crime rates as well as numerous existing community strengths and partnerships demonstrated an opportunity for collaborative, community-led crime reduction and prevention activities.

Byrne Baltimore Collaborative Composition

The project described in this report started in 2016 when the University of Maryland School of Social Work (UMSSW) in Baltimore, MD received a Byrne award for the West Baltimore Youth Violence Prevention Initiative (see Figure 7 for the project timeline).

Figure 7. Byrne Baltimore Collaborative Project Timeline.



Although the Byrne project implementation phase first began in October 2020, the project team faced challenges due to the COVID-19 pandemic and leadership transitions at the UMSSW. As a result, in October 2021, the Byrne project came under new leadership and new community partners joined the effort. This report focuses on the most recent year of implementation, Implementation Phase 2 from October 2021–September 2022.

Starting in October 2021 after re-envisioning the project activities and scope, the West Baltimore Byrne project, newly titled the Byrne Baltimore Collaborative, was implemented by UMSSW in close collaboration with a cross-sector partnership of organizations in Baltimore that included:

1. Communities United,
2. The Community Builders,
3. Fight Blight Bmore,
4. HeartSmiles,
5. No Boundaries Coalition,
6. Voices of 21217, and
7. We Our Us.

Additional unfunded community partners included the University of Maryland Baltimore Police Department, The PEACE Team, and Time Organization. As described previously, this collective impact initiative focused on three neighborhoods in the 21217 zip code in Baltimore City, MD.

Byrne Efforts' Alignment with Current Community Strengths and Needs

Challenges to project implementation and leadership transitions that occurred in September 2021 presented the UMSSW and their partners with the opportunity to reassess and realign project goals and activities with current community strengths, needs, and priorities. The first implementation phase (October 2020–September 2021) focused on reducing gun violence through a public health prevention model; addressing returning citizens' (i.e., individuals exiting

incarceration) needs by increasing re-entry services; building trust with the Baltimore City Police Department by increasing resident and young adult/youth engagement; and decreasing crime by increasing neighborhood revitalization. Upon convening various community partners, obtaining community feedback, and reviewing available data, a collective of eight partner organizations that became the Byrne Baltimore Collaborative developed the following three project goals, which were the focus of Implementation Phase 2 (October 2021–September 2022):

1. Provide crime reduction programming,
2. Build a coalition of organizations serving West Baltimore to reduce crime, and
3. Provide data to inform future crime reduction endeavors in West Baltimore.

Using a data-informed approach, the Collaborative determined the following five strategies would be best suited for accomplishing the above stated goals:

1. Youth and juvenile services,
2. Blight remediation,
3. Re-entry services,
4. Community mobilization, and
5. Crime prevention through environmental design (CPTED).

These strategies and associated activities are described in detail later in this report.

Planning Phase

Analysis of Crime and Hot Spots

The planning phase and crime analysis occurred from 2016 through 2018. The University of Maryland School of Social Work (UMSSW) administered the grant and oversaw the community partners and external evaluation partner. The Urban Institute has served as the research, planning, and evaluation partner to UMSSW since 2017.

Originally, to identify crime hot spots in Upton/Druid Heights and Penn North/Reservoir Hill, researchers from the evaluation partner Urban Institute (hereafter “Urban”) mapped the locations of crime incidents occurring from 2012 through 2017 using data obtained from the Baltimore City Police Department. Additional older data sources were also used to give partners a historical perspective on crime problems in the community. Urban researchers used data from open available sources, including the *Baltimore Sun* homicide database, Baltimore City Health Department, Baltimore Neighborhood Indicators Alliance, and Baltimore Police data via Open Baltimore.

For crime-related analyses, Urban had access to both crime and arrest data. Using descriptive statistical analyses, Urban researchers were able to determine trends over time in the

neighborhoods independently and relative to Baltimore City. The research team used victimization data to determine the average age of victims, while arrest data were used to determine the average age of those arrested. Additionally, the research team conducted geospatial analyses to determine where the crime hotspots were across the targeted neighborhoods.

Urban also sought data on the neighborhoods' physical environment. Data on vacancies, abandoned homes, shuttered storefronts, overgrown vacant lots, and building conditions were obtained from the Historic Upton Neighborhood Master Plan Framework. The overall analysis revealed six hot spots, while an analysis of assault data identified five hot spots.

The project team used several methods of data collection to identify which hotspots to target with project activities, including the initiative's Steering Committee meetings, focus groups, community meetings, and expert interviews. At the Steering Committee meetings, Urban researchers would ask guiding questions including:

1. Does the focus area seem "right" to you?;
2. What are the drivers of violent crime in this area?; and
3. What are some potential interventions that could reduce violent crime in this area?

Discussions would follow these questions and end with a list of drivers of crime and possible interventions. Participants were asked to rank the drivers and interventions before the end of each meeting. During Steering Committee meetings, a list of specific crime reduction strategies was compiled, and members ultimately voted to work on three hot spots using four strategies. Later in the project, the decision was made to shift from three hotspots to two. This decision was based on the nature of the crimes, the seemingly intractable crime in the area, the expertise of the residents, and the available resources. During this process, the Steering Committee felt strongly that two particular hot spots should be prioritized. Various members also sought input from other residents using focus groups. Steering Committee members collectively conducted five focus groups with a total of over 50 community residents. The expert interviews focused on drivers of crime in the neighborhood and discussed potential solutions for these problems.

Shifts in Identifying Crime Problems and Hot Spots & Key Information Sources

Based on the collective experience and expertise of project partners, in 2021, the project team shifted away from relying on crime data for hotspot identification and prioritization. Instead, collaborators started relying primarily on community partners' on-the-ground experiences in the local neighborhoods as this was a more reliable and accurate source of information concerning the strengths and needs of local neighborhoods. Additionally, the Baltimore City Police Department started shifting away from categorizing crimes as Part I and Part II. The Collaborative's community work demonstrated to the project partners that the corner of

Dolphin/Druid Hill is a hotspot. As such, services delivered by the Collaborative began to focus on the areas surrounding that particular corner. Key sources of information and data included all community partners participating in this collaborative effort. Information was shared at cross-sector team meetings monthly and through additional communication (meetings, email, phone calls) between meetings. The partners kept the pulse of the community and were actively engaged with residents daily.

Strategy Development

Planning Process and Partner Engagement

During the planning phase (2016–2018), each partner organization was made a part of the community-based Steering Committee for the planning and strategy development process. The Steering Committee was comprised of community members (8), law enforcement officials, faith-based institutions, businesses and non-profits within the Upton/Druid Heights and Penn North neighborhoods. A core team was established, including the Baltimore City Health Department, Communities United, Catholic Charities, and Promise Heights. During the planning phase, they reviewed available data, selected hotspots, discussed evidence-based practices, and voted to approve implementation plans (as described above). In support of the process, the external research partner Urban collected and analyzed publicly available data.

A second planning and strategy development process occurred in September and October 2021 due to project challenges caused by the COVID-19 pandemic and transitions in UMSSW leadership. At that time, new project leaders at the UMSSW reached out to multiple community-based organizations to gauge their interest in participating in the Byrne award. The organizations were asked to identify how their activities would support a broad crime reduction strategy, the target population, intended outcomes, and partners for their work. Interested partners joined the Byrne Baltimore Collaborative (i.e., cross-sector team) and worked together to develop the list of aforementioned project priorities for October 2021–September 2022. Partners provide a wide variety of complementary services to the community and target youth and juvenile services, blight remediation, reentry services, community mobilization, and crime prevention through environmental design (CPTED). In October 2021, an internal evaluator (faculty member at UMSSW) was added to the initiative to work alongside Urban on the evaluation activities.

Project Priorities

As described previously, since October 2021, the Collaborative has focused on five strategies with numerous complementary and reinforcing activities. Table 1 provides an overview of partner involvement by strategy as of October 1, 2021; however, both funded and unfunded partners increasingly participated in and supported other partners' focus activities, guided by the

Collaborative’s collective impact model. Additional details on each strategy and related activities are provided in the next section of this report.

Table 1. Partner Involvement by Byrne Baltimore Collaborative Priority Area, October 2021.

Partner	Priority Area				
	Youth/ Juvenile Services	Blight Remediation	Re-entry Services	Community Mobilization	CPTED
Communities United					
Fight Blight Bmore					
HeartSmiles					
No Boundaries Coalition					
The Community Builders					
UMBPD ^a					
Voices of 21217					
We Our Us					

CPTED=Crime Prevention Through Environmental Design; UMBPD=University of Maryland Baltimore Police Department.

^a Unfunded partner from October 2021–September 2022; Additional unfunded partners joined later in this period.

Implementation Phase

Key Activities

The Byrne Baltimore Collaborative implemented a wide range of activities to meet the ultimate project goals of implementing crime reduction programming, building a coalition of organizations serving West Baltimore to reduce crime, and providing data to inform future crime reduction endeavors in West Baltimore. Guided by a collective impact model, Collaborative partners worked together to design and deliver the activities outlined in Figure 8, also supporting each other in their individual organizational efforts. With this approach, the Collaborative was able to increase their community reach and reinforce each other’s efforts to enhance the project impact.

Figure 8. Summary of the Byrne Baltimore Collaborative's Strategies and Related Activities (October 2021–September 2022).

Priority 1: Youth and Juvenile Services

- Film youth-police conversations about community safety
- Host a community event that highlights the film about youth/police and co-created art materials
- Facilitate youth-police relationship-building interactions
- Develop concrete strategies to improve youth-police interactions
- Develop an employment pipeline for youth to become security officers

Priority 2: Blight Remediation

- Partner with squeegee boys to remove "We Buy Houses" signs
- Provide resident education and assist with applications for legacy exemptions and sales tax sales prevention
- Report incidents of illegal dumping or other environmental hazards

Priority 3: Re-entry Services

- Get referrals from Byrne Baltimore Collaborative partners of justice-involved youth interested in entrepreneurship training
- Provide re-entry case management services

Priority 4: Community Mobilization

- Develop/implement youth/police-led community mobilization event
- Provide skills trainings, referrals for services, and mini grants
- Identify/recruit youth and community members for community organizing
- Host monthly community meetings about community safety
- Create opportunities for intergenerational relationship-building
- Identify residents to become program leaders
- Encourage community activation
- Convene focus groups on police-community relations
- Provide mini grants
- Recruit/train Block Captains
- Host community engagement walks and fairs
- Conduct the Power Project

Priority 5: CPTED

- Learn about environmental improvements that can be made to decrease criminal activities

Project Milestones and Evolution of Partnerships

Each quarter of the project period (October 2021–September 2022), the Collaborative reached multiple milestones. Table 3 summarizes key milestones reached by quarter for each of the three project goals.

Table 3. Milestones Accomplished by Quarter for Each Goal (October 2021–September 2022).

Goal	Oct–Dec 2021	Jan–Mar 2022	Apr–Jun 2022	Jul–Sep 2022
Implement crime reduction programming	Partners prepared for implementing activities, and in some cases, started implementation	Five funded partners started implementing activities (e.g., trainings, filming youth-police conversations, removing “We Buy Houses” signs)	All funded partners, with the support of three additional unfunded partners (University of Maryland Baltimore Police Department, PEACE Team and Time Organization), implemented project activities	All funded and unfunded partners implemented project activities
Build a coalition of organizations serving West Baltimore to reduce crime	<ul style="list-style-type: none"> • Gathered new partners • Developed partnerships • Identified shared strategies • Organized a collective impact approach • Held monthly coalition meetings • Submitted plans for approval 	<ul style="list-style-type: none"> • Held monthly coalition meetings • Developed systems for sharing information among partners and with the community • Used information-sharing systems • Developed a partnership with Time Organization and the PEACE Team 	<ul style="list-style-type: none"> • Held monthly coalition meetings • Developed systems for sharing information among partners and with the community • Used information-sharing systems 	<ul style="list-style-type: none"> • Held monthly coalition meetings • Developed systems for sharing information among partners and with the community • Used information-sharing systems
Provide data to inform future crime reduction endeavors in West Baltimore	<ul style="list-style-type: none"> • Developed an evaluation plan • Developed a survey tool for partners to complete monthly to track project activities 	<ul style="list-style-type: none"> • Partners completed monthly tracker tool and evaluation team analyzed data • Evaluation team and partners co-developed organization-specific evaluation tools • Started data collection 	<ul style="list-style-type: none"> • Completed monthly tracker • Partners collected data with individualized evaluation tools 	<ul style="list-style-type: none"> • Completed monthly tracker • Partners collected data with individualized evaluation tools • Urban conducted interviews and analyzed both qualitative and administrative data

As demonstrated by Figure 8 and Table 3, the Byrne Baltimore Collaborative was a very productive, community-engaged coalition that implemented a wide range of activities in the focal 21217 neighborhoods. During the first three months (**October–December 2021**), the Collaborative was able to gather new partners, develop partnerships, identify shared strategies, organize into a collective impact approach, and submit their plans for approval from the Bureau of Justice Assistance. During this time, the Collaborative also developed an evaluation plan, began strategy implementation, and had monthly coalition meetings. Additionally, the University of Maryland Baltimore Police Department became an integral member of the Collaborative. The following is one example of a great accomplishment. The University of Maryland Baltimore Police Department invited youth from HeartSmiles to the precinct and gave them a tour, treated them to dinner, and played police training games with the youth. A month after this event, one of the youth painted a portrait as a gift to the police department and shared the following quote: *"I painted the portrait for the police department out of appreciation for all their genuine efforts and success with caring, bonding, and teaching youth. They probably don't even know it but being around them and being able to see some of the things they do and experience created transparency and vulnerability between me and officers. The painting was a thank you for them helping me understand their job and for them understanding me and for treating me as family."*

From **January–March 2022**, five partners (Communities United, Fight Blight Bmore, HeartSmiles, The Community Builders, and Voices of 21217) started implementing the project strategies. Project activities included holding training sessions, having/hosting community meetings to share information and discuss the project activities, developing systems for sharing information, planning future events, collecting data to inform or evaluate project activities, filming police having conversations with youth, developing a youth/police-led community mobilization initiative for crime reduction in 21217, recruiting/training Power Project participants, attending/participating in initiatives with partner organizations (i.e., partners in the Collaborative), partnering with squeegee boys to remove "We Buy Houses" signs, providing resident education or application assistance, partnering with University of Maryland Baltimore Police Department to learn about environmental improvements that could be made to decrease criminal activities this month and to build sustainable positive relationships between youth and police, and partnering with Time Organization. The Collaborative also developed a new partnership with The PEACE Team. The following is one example of a major accomplishment from the perspective of The Community Builders. In March 2022, there were three Visual Arts Through Therapy programs which used the theme of Mary J. Blige. Community residents were able to watch Mary J. Blige's past videos that expressed trauma and see the transition to triumph. Residents used paint and canvases to depict the emotions that they felt in the videos. A staff member at Time Organization was present to help support the residents in these conversations. These meetings gave the residents a safe space to freely express their

emotions and work towards collaborative approaches that will focus on enhancing community safety in general.

From **April–June 2022**, two funded partners (No Boundaries Coalition, We Our Us) started implementing project strategies. Other funded partners (Communities United, Fight Blight Bmore, HeartSmiles, The Community Builders, and Voices of 21217) continued strategy implementation. Project activities included continuing those from the prior three months. Additionally, partners worked with the University of Maryland Baltimore Police Department to build sustainable positive relationships between youth and police and worked with justice-involved youth interested in entrepreneurship training. Two examples of project accomplishments are provided next. In April 2022, Voices of 21217 presented their visual products (e.g., film of youth-police conversations) to the Baltimore City Mayor and officials from the Baltimore Police Department. This same month, HeartSmiles youth held an event at the University of Maryland Baltimore Police Department with about 12 youth who came to tour the department and interact with officers. These youth learned about and better understood the position of officers and how difficult their job can be, while also discussing positive ways to help the relationships between officers and youth.

From **July–September 2022**, all funded and unfunded partners continued implementing their strategies. The Collaborative had monthly coalition meetings, supported each other's efforts in the community/implemented shared strategies, continued to organize within a collective impact approach, and implemented evaluation tools with the support of the internal and external evaluators. The external evaluation team (Urban) also: (1) conducted interviews with Coalition partners regarding their overall experience with this project and their views on project outcomes; and (2) gave a final project presentation to Coalition partners, sharing preliminary project evaluation findings. One example of a major accomplishment was that Voices of 21217 filmed with No Boundaries Coalition, The Community Builders, police, and youth for their documentary.

Action-Research Partnership

The Urban Institute (Urban) and the University of Maryland Baltimore School of Social Work (UMSSW) facilitated an action-research partnership for this Byrne grant. The two organizations collaborated early in Implementation Phase 2 (October 2021–September 2022) to develop a thorough evaluation plan, and Urban researchers also attended Collaborative monthly meetings throughout this period. The evaluation plan was shared at an initial monthly meeting with all partner organizations to seek their feedback and support of the evaluation activities. Updates about data collection were discussed at each monthly partner meeting. In approximately December 2021 and January 2022, Urban researchers met with each partner to jointly design a brief survey that fit their planned activities and participants. Additionally in April 2022, Urban researchers presented various quantitative metrics on public safety and

neighborhood well-being to the partners, and all partners voted on which metrics would be most useful for the evaluation. Urban and UMSSW also fielded data and evaluation requests of partners, as needed, throughout the implementation phase.

Summary of Findings from the Implementation Phase

Evaluation Purpose

Urban served as the external research and planning partner to the UMSSW and conducted an evaluation of the activities implemented under this Byrne grant. The two primary goals of the evaluation were to: (1) gather evidence about the individual programs, and (2) gather evidence about the collaborative model. We completed these two goals by implementing both process and outcome evaluation activities guided by a results-based accountability framework (Penna & Phillips, 2005). These activities answered the following research questions:

- **Process evaluation**
 - How was the Byrne collaboration overall and each specific intervention implemented?
 - What activities were implemented by each partner organization, and what was the reach of these activities?
 - How well was each intervention and the Byrne collaboration implemented?
- **Outcome evaluation**
 - What was the difference made for individual people in each intervention?
 - What was the difference made on the neighborhood overall?

Methodology

Process Evaluation

To describe and assess the program's implementation (process evaluation), Urban researchers *reviewed program materials*, reports, and publicly available resources and conducted *semi-structured stakeholder interviews* with leadership and staff at all partner organizations who were available and interested. Semi-structured interviews were used to build Urban researchers' understanding of the Collaborative's logic model and performance, as well as both facilitators of and barriers to successful implementation. Stakeholders were provided context for the interviews, including a reminder of Urban's evaluation role, and invited to voluntarily participate. In total, 13 stakeholders participated in the interviews. Urban attended monthly program partner meetings to observe and take notes on program activities and project updates.

Outcome Evaluation

For the outcome evaluation, Urban relied on the aforementioned interviews, participant surveys, and analysis of administrative data. As part of the *stakeholder interviews*, Urban asked about perceived outcomes and changes in the neighborhoods during the implementation period. To examine each program specifically, Urban, UMSSW, and each partner organization jointly designed brief *surveys* to implement with program participants. The survey items were tailored to each program, but broadly followed a results-based accountability framework to answer “how much”, “how well”, and what was the “difference made” by the Collaborative’s activities according to project partners (see Appendix C. Survey Items). Urban additionally reviewed publicly available *administrative data* related to police activity, crime, violence, youth, and economic wellbeing in the Initiative’s focal neighborhoods, to be compared over time in the outcome evaluation. Urban presented the potential metrics at a monthly partner meeting and each partner organization provided input about the public safety and neighborhood metrics that would be most relevant to their work. The administrative data sources on neighborhood demographics come from the American Community Survey and the 2020 Census (Baltimore Neighborhood Indicators Alliance, 2022). Data on public safety come from the Baltimore Open Data Portal, which have data on crime, calls for service, and arrests recorded by the Baltimore Police Department (Baltimore City, 2022a,b,c).

Process Evaluation Results

This section summarizes the findings of the process evaluation, which sought to answer “how much” was implemented under the Byrne grant and “how well” it was implemented. The key findings are summarized in this list and subsequently expounded upon:

- Overall, implementation of project activities was successful. In addition to attending **13** monthly Byrne Baltimore Collaborative (i.e., **cross-sector team**) **meetings**, partners held nearly **300 community events/meetings** that reached youth, adults, and police throughout the focal 21217 neighborhoods. These opportunities included approximately **67 trainings** for community members on a wide range of topics related to community safety and well-being and at least **223 meetings** with community members, including one-on-one, small (2–10 people), medium (11–29 people), and large group (30 or more people) formats.
- Taken together, the partners’ activities worked toward crime prevention and community building by engaging residents at many levels and addressing different needs. Some of the main activities were the creation of a police training video by youth, trainings between police and youth, community engagement walks, the provision of housing-related services, and resident trainings on civic engagement and organizing.
- The collaboration built and maintained because of the Byrne grant was a key success and facilitator of the work being done.
- Partners overall felt there was an increase in knowledge and frequency of teamwork.

- The major challenges of the grant were the inaccessibility of and delays in funding receipt by partner organizations and the short timeline of one year.

Byrne Grant Implementation

During fall 2021, several community-based organizations in 21217 were informed about the Byrne opportunity by UMSSW based on existing relationships and knowledge of their work. The partner organizations were invited to participate because their current work fit the goals of the Byrne Baltimore Collaborative, strong community presence, and willingness to partner with other local organizations. Partners reported that the project interventions and strategies were developed based on how they could apply the work in which they were already engaged.

Urban conducted stakeholder interviews with partner organizations as well as key staff from the UMSSW to better understand how well partners were able to implement their strategies as designed. As noted, the implementation model relied heavily on aligning project activities with the goals of the Byrne grant. This meant that strategies were based in the partner organizations' existing mission or scope of work. In general, partners accomplished what they intended either in full or in part. In speaking with project partners, most reported that they were able to implement their activities as intended, although some activities will likely continue past the grant period. For example, Fight Blight Bmore hopes to continue using a survey created by the evaluation team through the next couple months and possibly longer to collect additional data to inform their work.

Overall, partners were able to complete their activities as envisioned in the planning phase. Collectively, the partner's nearly 300 community events/meetings reached hundreds of youth, adults, and police throughout the neighborhoods in the 21217 zip code (Table 2). For example, many partners collaborated to develop a training video for the Baltimore Police Department. Other events included No Boundaries Coalition's Block Captain trainings, the Community Builders' monthly resident events, Communities United's Power Project, Fight Blight Bmore's housing trainings, and We Our Us' numerous community engagement walks. Several partners also participated in National Night Out events.

Table 2. Frequency of Trainings and Meetings by Quarter (October 2021–September 2022).

Meeting Type	Time period Month/year				Total <i>n</i>
	Oct–Dec 2021	Jan–Mar 2022	Apr–Jun 2022	Jul–Sep 2022	
	<i>n</i>	<i>n</i>	<i>n</i>	<i>n</i>	
Cross-sector team meetings	3	3	3	4	13
Trainings for community members	7	8	19	33	67
One-on-one community meetings	2	16	22	6	46
Small group community meetings ^a	1	13	21	4	39
Medium group community meetings ^b	1	23	13	6	43
Large group community meetings ^c	2	14	42	37	95
Total					303

^a 2–10 people per meeting

^b 11–29 people per meeting

^c 30 or more people per meeting

Successes of Implementation

The Byrne partners successfully implemented their planned strategies and activities. Some key facilitators of implementation were the collaboration between partners, information sharing, strong relationships partner organizations already had in the community, and structured support from the UMSSW.

Monthly partner meetings were used to ensure that partners had a regularly scheduled opportunity to ask questions of UMSSW and the evaluation team, connect with each other, share progress, and share outreach material related to events. The partners also connected outside of the monthly meetings to plan events and activities or develop ways to support each other's activities. Partners reported that they appreciated being able to learn about each other's activities and make connections.

Each partner organization was able to implement all or most of its planned activities in the short implementation period, which was a testament to the strong ties they already have in the community and their experience implementing similar activities. Because all partner organizations are community-based and were already engaging in work that aligned with the Byrne project goals, the transition to meeting the grant requirements and implementing the proposed work was relatively seamless. Further, several of the organizations had already partnered with UMSSW and each other in the past.

UMSSW provided additional structure and support to the partners, which helped ensure organizations were able to implement activities. For example, social work student interns from UMSSW were available to partners to assist with administrative, reporting, and evaluation-

related tasks. The Principal Investigator and internal evaluator at UMSSW was readily available to the partners and held one-on-one meetings with them as needed. UMSSW also designed a monthly reporting tool using Qualtrics in which each partner could easily document their monthly activities.

Lastly, UMSSW facilitated a positive, collaborative, and community-forward environment for project implementation in which each partner was valued for its knowledge of community needs and track record of successfully implementing creative strategies and programs to meet those needs. Both Byrne partners and the evaluators noted the collaborative environment. The strategies and activities were driven by the partner organizations, which are embedded in the local 21217 community, contributing to their successful implementation. Requirements of the Byrne grant, such as participating in the evaluation, involved partner input but were also kept to a minimum to ensure that the partner's limited time and resources could focus on the community activities.

Implementation Challenges

As identified by project partners and other data reviewed, the main challenges to implementing the Byrne project were: (1) the short timeline, (2) delays in partners receiving funding for their activities through subcontracts, and (3) low enrollment for some community activities. Due to contract delays, some strategies were difficult or slower to implement than anticipated, although partners were still able to implement their planned activities. For example, some partners reported that the money was tight during implementation because they were waiting to be reimbursed, which made it difficult to conduct activities. As small, community-based organizations, it was important for funding to be accessible quickly, so they could implement the planned activities on the intended schedule. For example, for the police training video, which had many upfront costs associated with video production, it was hard to manage their work with the delays in payment. Byrne project managers also noted that it became more difficult over time to get project partners to engage in the monthly partner meetings because many had not yet received funding. UMSSW has already taken steps to address the internal administrative and subcontracting challenges that led to difficulties in the partners receiving funding in a timely manner, which in part could be attributed to administrative staffing shortages during this period at the UMSSW and broader University of Maryland-Baltimore.

Additionally, while the project timeline was from October 2021 to September 2022, intervention timelines were different based on each of the specific strategies, which meant that each partner may have had more, or less, time for implementation. UMSSW staff and faculty suggested that a longer project period could have resulted in a more organized implementation process. Some partners also reported that a longer timeline would have helped them fully spend the funding.

Other implementation challenges for some of the partners were recruitment and attrition. For partners who were conducting activities that required attendance over multiple sessions, they found it could be difficult to get people to show up to the first session. In many cases, once participants did show up, they became engaged. However, there were still some issues related to attrition and participants failing to return, which impacted implementation.

Lastly, outside of the monthly meetings, some partners noted that there were challenges in communication between partner organizations that led to being unable to implement some planned events. One of the goals of the project was to build the capacity of the partner organizations to work together, but there were some difficulties in coordination across partners that affected implementation. The shared group calendar helped to combat this issue, and many partners reported that they would have benefitted from more formal coordination across partners to help organizations work more as a unit per the implementation plan.

COVID-19 Impacts

While COVID-19 did not impact every partner, some organizations noted that the pandemic impacted their ability to consistently deliver services. Shifting between in-person and virtual meetings was complicated, and programming could be inconsistent when various team members were personally affected. Moreover, some partners found that the pandemic impacted how many people they could engage, and that numbers have not yet risen back to pre-pandemic levels. Conversely, for some partners, COVID-19 worked in their favor because the project implementation period (i.e., Implementation Phase 2) began as many things started to re-open. Project activities gave community members something to do and somewhere to go, which increased their success in implementation.

Outcome Evaluation Results

This section summarizes the findings of the outcome evaluation, which sought to describe the “difference made” by partners’ activities and collaboration under the Byrne grant. The key findings are summarized in this list and subsequently expounded upon:

- Collaboration between the partner organizations increased and is leading to collaboration with organizations in other parts of Baltimore.
- Relationships, mutual understanding, and communication between youth and police improved for those that participated in Byrne activities.
- Residents became more engaged in the community.
- Youth had leadership opportunities and gained skills in communication and organizing, as well as increased confidence and support.
- Levels of violence, crime, and disorder varied throughout the implementation period.

Collective Impact of the Byrne Baltimore Collaborative

There were many reported positive outcomes from the activities for participants, community members broadly, and the neighborhood overall. One of the main successes of the project was how well the format of the grant worked to build collaboration between different service organizations in Baltimore. Particularly, some partners noted that because of the relationship building between partners, there is now a greater culture of wrap-around services for the community. Organizations now know to whom they can refer their residents for other needs and can provide warm hand offs to those services. Fight Blight Bmore, for example, collaborated with No Boundaries Coalition to provide a training on how to use 311 Services to participants in the Block Captain program. Partners were also able to work together to provide job opportunities for participants of each other's programs. Interview participants reported that this increase in organizational coordination was a key aspect of the work that should continue beyond the grant period to effectively address violence and crime in the 21217 neighborhoods. These relationships have even extended beyond the focus areas. Partners and UMSSW staff reported that because of the Byrne Grant, organizations in other neighborhoods have reached out to collaborate.

According to Byrne partners, relationships between residents, particularly youth, and law enforcement also improved because of the work done throughout the project. Organizations such as Voices of 21217, Fight Blight Bmore, the Community Builders, and No Boundaries Coalition, all reported a positive impact on these relationships. For example, partners expressed that due to the grant-supported events and opportunities created for residents to connect with police officers, many people now felt more trust, were more comfortable working with police officers, and were more likely to bring feedback directly to police. In one case, after participating in various events together, officers attended an art show in support of a young person's work. Youth who went through the No Boundaries Leadership Academy were also reported to make use of more prosocial behaviors, such as scheduling basketball games or using other organizing techniques, to work out issues with law enforcement after attending the program. It was also reported that youth and police who participated in training at the University of Maryland Baltimore Police Department gained mutual understanding and had open conversations.

A major output of the Byrne grant was the development, creation, and filming of a police training video for Baltimore City Police Department. This was a collaborative effort between the youth, police department, and community members and resulted in a tangible product which has garnered attention and interest from other agencies outside of Baltimore City. Further, the creation of the video served as a tool to better educate community members on the functions and role of the police, as well as to educate the police on the perceptions and understandings of the community members. This activity served as a catalyst for both groups to take part in conversations and created opportunities for communication.

Community engagement and trust were also impacted by the Byrne grant. Partners reported that based on their activities, residents and community members were more empowered to engage in the community. For example, Communities United shared that after completing programming with them, participants would refer other residents to the program. They also saw an increase in participation even when no stipend was available. Additionally, community members became more engaged in collective efficacy activities such as cleaning together and engaging with each other, and they also saw an increase in children playing together.

Other partners reported similar outcomes related to youth development and empowerment. Youth engaged in No Boundaries Coalition's program had more communication skills and better strategies for responding to incidents and disagreements. Similarly, Voices of 21217 reported that youth who participated in their programming left with more confidence, more positive relationships with role models, and more mental health support. Youth in HeartSmiles gained planning and facilitation skills by helping organize the training with police.

Specifically, related to violence and crime, partners had different perceptions on the changes that occurred since implementation began. Some partners reported that violence had increased and there were general increases in crime, while others felt that there was less crime and violence. We Our Us reported that when they were conducting their Community Engagement Walks, crime and violence did not occur and instead, hope would increase. Similarly, partners reported different levels of disorder. We Our Us has observed that public drug use is affecting younger people than before.

There were also improvements related to housing and the built environment in the neighborhood. Participants of Fight Blight Bmore's trainings have been better able to pay their taxes and keep ownership over family homes. Partners also reported seeing decreasing blight in the neighborhood and more usable green space. Other changes noted by partners were changes in the concerns of the community. Previously, where litter and trash were a major concern, Communities United shared that now community members were more concerned about having enough activities and opportunities for youth to be engaged in.

[Difference Made for Participants in Partner Activities](#)

Most partners implemented surveys with the participants in their activities to learn about how well the activity went and the difference that it made for them. Detailed descriptions of the specific findings for each partner organization that implemented surveys are available in Appendix B and tables of the full results are available in Appendix D. This section describes the main findings from the surveys. Across all partners, approximately **120 people participated in the surveys**. When asked about the quality of the training, event, or activity, the vast majority of participants said that it was excellent or very helpful. This indicates that the activities were implemented well and engaged the participants. When asked about whether they would use

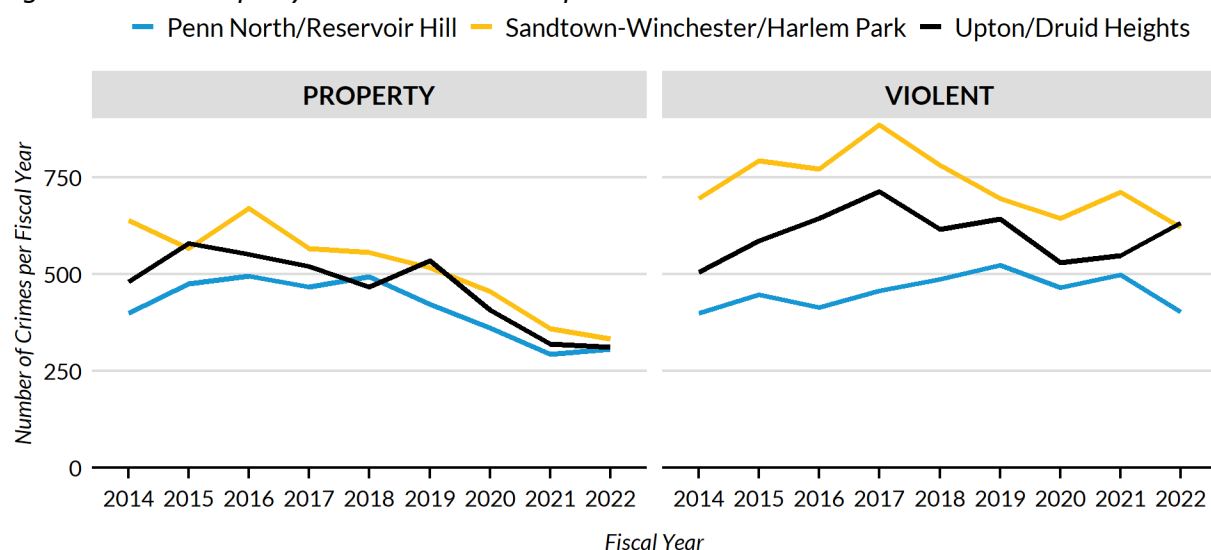
the information or skills provided in the activity, the vast majority of participants said that they were likely to do so. This indicates that the activities aligned with the needs and desires of community members participating in the activities. Last, the majority of participants reported that these activities were making a difference in their community or that they hoped the skills and information they were gaining would help allow them to make a difference.

Trends in Crime and Police Activity

Examining levels of crime and police activity by neighborhood can help in understanding the different needs of and issues facing each neighborhood and whether there have been any changes since the Byrne Baltimore Collaborative activities began. Partners also noted that it is important to examine historical trends, especially going back to 2014, as the death of Freddie Gray in 2015 had a large influence on the 21217 neighborhoods. Partners reported that there was initially an influx of external investments and also a shift in police responses.

Over the past several years, levels of crime and police activity have varied in the 21217 neighborhoods. When examining the total number of property and violent crimes reported by the Baltimore Police Department, the levels are generally lower in recent years compared to the mid-2010s (Figure 9). There was a marked decline in Part 1 property crimes from 2019 to 2022 for all of the 21217 neighborhoods. For violent crime, levels were highest in 2017 for Sandtown-Winchester/Harlem Park and Upton/Druid Heights, and then decreased through 2020. Of the three neighborhood groups, only Upton/Druid Heights level of violent crime increased to pre-pandemic levels in 2022.

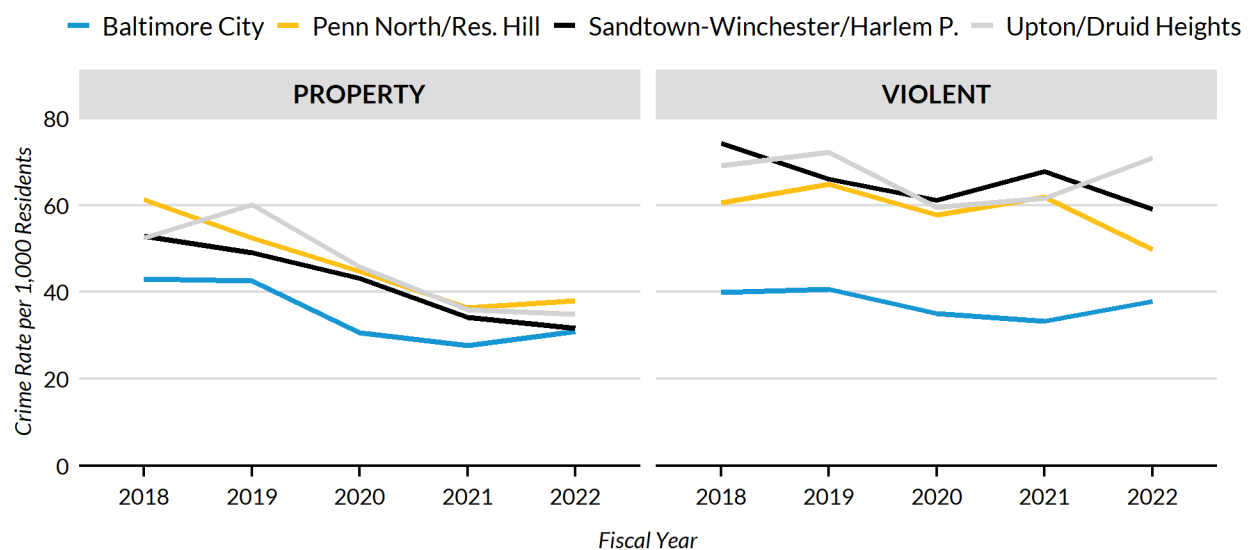
Figure 9. Total Property and Violent Crimes per Fiscal Year.



Note. Property crime includes the Part I property crimes of arson, auto theft, burglary, and larceny (theft). Violent crime includes the Part I violent crimes of aggravated assault, homicide, rape, robbery, and shooting as well as the Part II violent crime of common assault.

Trends in rates of property and violent crime also varied from 2018–2022. The rates of property and violent crime in the 21217 neighborhoods was higher than the rate for Baltimore City overall (Figure 10). Rates of property crime decreased in all neighborhoods and Baltimore City overall from 2018–2022. By 2022, the property crime rate for the 21217 neighborhoods was only slightly higher than the rate for the City. The violent crime rate declined in 2020, with the pandemic, for the 21217 neighborhoods and then increased in 2021. In 2022, the violent crime rate then decreased again in Penn North/Reservoir Hill and Sandtown-Winchester/Harlem Park, while it increased in Upton/Druid Heights and the City overall. The variation in crime trends across the 21217 neighborhoods matches stakeholder’s perspectives during the implementation period. Some partners observed increases, while others observed decreases, which reflects how they work in different neighborhoods.

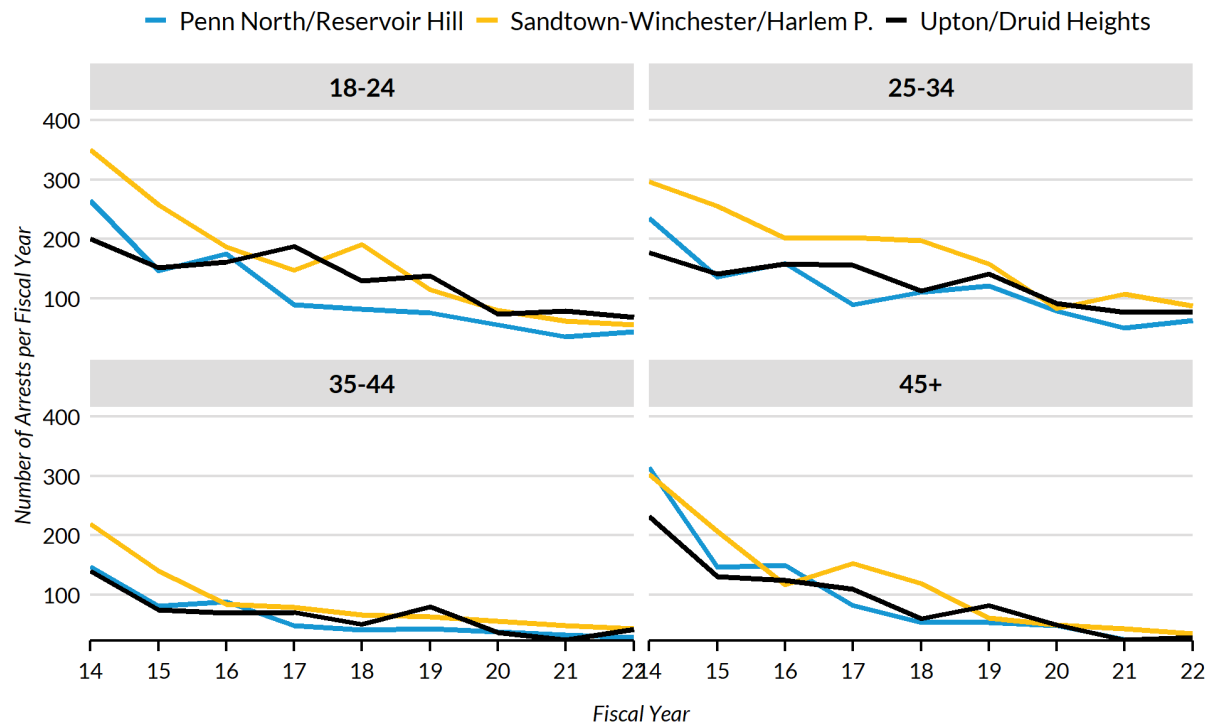
Figure 10. Property and Violent Crime Rate per 1,000 Residents.



Note. Property crime includes the Part 1 property crimes of arson, auto theft, burglary, and larceny (theft). Violent crime includes the Part 1 violent crimes of aggravated assault, homicide, rape, robbery, and shooting as well as the Part 2 violent crime of common assault. Neighborhood population for all years comes from the 2020 census.

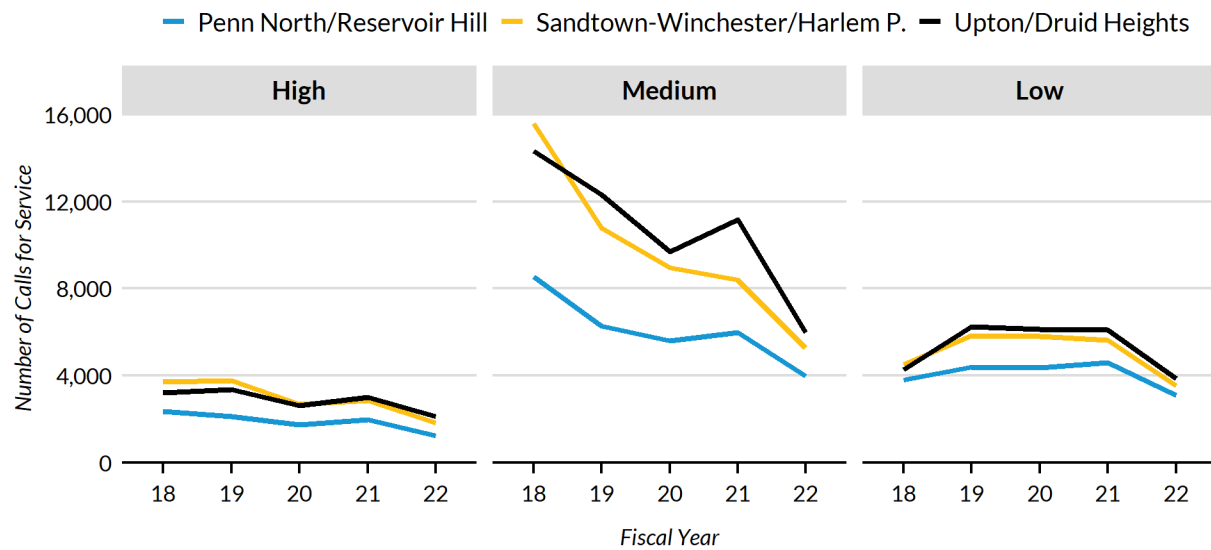
From 2014 to 2022, the levels of arrests by Baltimore Police Department decreased in the 21217 neighborhoods (Figure 11). In recent years (2021–2022), levels of arrests have been very low in all neighborhoods, especially for older people (aged 35+). In these recent years, younger people (ages 18–34) have been arrested at higher levels than older people (age 35+) but still at lower levels than in the mid-2010s.

Figure 11. Total Arrests by Age Group.



Calls for service are a way to gauge levels of crime and activity warranting a police or emergency response, as well as resident willingness to request police services. Calls for service lead to a police response, making them an important component of the level of police activity in a neighborhood. From 2018 to 2022, there has been a decline in high and medium priority calls for service (Figure 12). The most common high priority calls are alarms, common assault, traffic crashes with injuries, aggravated assault, reports of armed people, and shootings. The most common medium priority calls are related to disorderly activity, common assault, family disturbances (disagreements), drugs, and alarms. Levels of low priority calls were stable from 2019 to 2021, and then decreased in 2022 in all 21217 neighborhoods. When comparing the neighborhoods, Sandtown-Winchester/Harlem Park and Upton/Druid Heights have higher levels of high and medium priority calls than Penn North/Reservoir Hill.

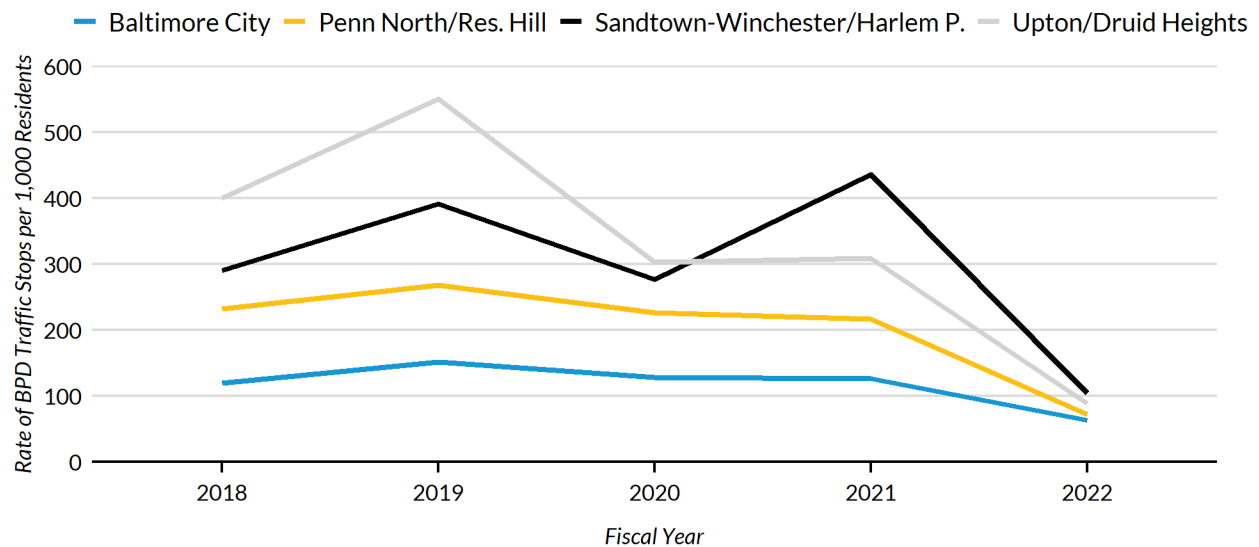
Figure 12. Total Calls for Service by Priority Level.



Note. Calls for service data were only available through July 27, 2022, meaning that values for 2022 do not represent the full fiscal year. Police-initiated activities, such as traffic stops, business checks, and patrol are excluded from this graph.

The calls for service data also include information on activities initiated by Baltimore Police Department, such as traffic stops, business checks, and specific patrols. Traffic stops can be both a proactive and enforcement activity and are a way to gauge levels of police-initiated activity in a neighborhood. Traffic stops in the 21217 neighborhoods occur at a higher rate than in the City overall (Figure 13). The rate of traffic stops in 2020 declined in all neighborhoods, as anticipated during the pandemic when police across the country tried to minimize certain face-to-face activities with the public. The rate of traffic stops was then stable and slightly decreased in Penn North/Reservoir Hill and Sandtown-Winchester/Harlem Park. Rates increased in 2021 in Upton/Druid Heights but then decreased in 2022. The general downward trend in 2022 indicates that Baltimore Police Department is initiating less traffic stop activity.

Figure 13. Rate of BPD Traffic Stops per 1,000 Residents.



Note. Calls for service data were only available through July 27, 2022, meaning that values for 2022 do not represent the full fiscal year. Neighborhood population for all years comes from the 2020 census.

Lessons Learned and Recommendations

Lessons Learned

The Byrne Baltimore Collaborative implementation process and related evaluation taught five primary lessons. First, from the perspective of funded and unfunded project partners, this process demonstrated that to be effective, community violence intervention and prevention must build on the strengths of existing organizations and partnerships in the community intended to be served. Collaborative partners were already engaged in the local 21217 neighborhoods in various ways that could contribute to violence prevention, and both the funding and structure of the Byrne grant provided an opportunity to support and even expand or enhance their existing community-based work. Taking this approach is also more efficient and effective than developing and implementing entirely new programs or services.

Second, the initiative highlighted the importance of minimizing barriers, including administrative barriers and those related to funding, evaluation, and reporting, for project partners. Reducing such barriers and the burden associated with administrative requirements allows community-based agencies to focus more time and effort on implementing their activities and engaging with their collaborators. This practice also reduces stress and frustration for all involved.

Third, the Collaborative found that putting energy into creating systems for information-sharing among partners and the community supports initiatives of this type. Ultimately, sharing

information across the many funded and unfunded partners involved in this project strengthened relationships among various community-based organizations and uncovered opportunities for collaboration in support of community violence prevention. In turn, the various activities implemented by each partner became more integrated and reinforcing, leading to a greater positive impact on community healing and violence prevention.

Fourth, this project highlighted that project directors (here the UMSSW team) can help facilitate collaboration and strategy implementation by creating opportunities for partners to come together, minimizing administrative requirements and burden for grant collaborators (here, community-based, funded partners), and valuing partner expertise and vision. Working in close partnership and valuing all parties' expertise regardless of their roles (e.g., community practitioner, researcher, university faculty) is critical to the success of initiatives like the one described in this report.

Fifth, the Collaborative found that crime data are not necessarily the best data to rely on for understanding hot spots or community priorities and needs. Working closely with community residents and community-based organizations proved to be a much more accurate and reliable source of information on these topics for this project team.

Recommendations

Relatedly, lessons learned during this project and evaluation activities led to four key recommendations for future community-based violence prevention initiatives. These recommendations are summarized in Figure 14.

Figure 14. Recommendations for Future Community-Based Violence Prevention Efforts



Build on Community Strengths

Identify and **build on strengths of community residents and local organizations** to help ensure community violence prevention initiatives are tailored to and effective in the communities where implementation occurs

Put time and effort into **relationship-building among all parties involved** in the violence prevention initiative to grow into a collective impact approach that will increase the reach and positive outcomes of the initiative



Partner at Each Stage of the Project

Partner with community residents, community organizations, and other key interested parties in **every stage of project design, implementation, and evaluation** to ensure proposed violence prevention strategies and activities are appropriate and feasible, as well as likely to be effective

Partner on the evaluation with community organizations implementing violence prevention activities, including to design data collection tools, identify research questions and indicators of success, and collect data



Reduce Administrative and Funding Barriers

Funders and others administering community violence prevention projects should seek to **reduce administrative barriers** related to funding, evaluation, and reporting

Provide **on-the-ground data collection support for community organizations** implementing violence prevention activities, so these organizations can focus on implementing programming and services

Increase funding available to community organizations to help sustain their efforts over time, support collective impact models of service delivery, and fund community-engaged, participatory data collection and sharing



Take a Healing-Engaged, Collective Impact Approach

Take a **healing-engaged, community-centered** approach to community violence prevention to promote overall community well-being and violence reduction

Employ a **collective impact model** with close, regular communication among violence prevention partners to increase efficiency, appropriateness, and effectiveness of prevention strategies

Limitations, Challenges, and Suggestions for Improving the Program Model

The primary limitations and challenges that occurred during the full grant period included the COVID-19 pandemic, personnel transitions, and the short timeline for project implementation during Implementation Phase 2. The COVID-19 pandemic and UMSSW team leadership transitions that occurred starting in approximately 2019 necessitated a re-envisioning of the project goals, strategies, and activities. This re-envisioning process took time but also allowed for re-focusing the project on current strengths and needs of the focus communities. Additionally, this process allowed the project team to bring in new partners for the development, implementation, and evaluation of the project. Regrettably, when this occurred, project partners were left with only one year (October 2021–September 2022) for strategy implementation. The Byrne Baltimore Collaborative partners would have benefited from having a longer implementation and evaluation timeline, particularly given the aforementioned contract challenges that arose early in this period. Taken with the previously described lessons learned and recommendations, these limitations and challenges suggest that community-based violence prevention models need to:

1. Allow for flexibility in goals, strategies, and activities;
2. Promote continual re-assessment of community strengths and needs throughout a project period as shifts and challenges happen at the local community and broader levels; and
3. Support project lengths that allow ample time for collaborative, community-engaged partnership in the design, implementation, and evaluation of prevention strategies.

Based on the project team's experiences with this Byrne grant, implementing these suggestions would likely increase the effectiveness of the Collaborative's model and other community-based violence prevention initiatives. Genuine, deep partnership takes time and flexibility.

Project Sustainability

The organizations involved in the Byrne Baltimore Collaborative are continuing their partnerships and work in the 21217 in various forms. Notably, this Byrne grant supported the UMSSW team in developing a more formalized and sustainable structure for partners named in this report and others to continue their work in West Baltimore. This emerging initiative founded and directed by Dr. Kyla Liggett-Creel (Byrne grant Principal Investigator), named "The Collaborative: A Healing-Centered Community," is formally housed within the UMSSW (<https://www.ssw.umaryland.edu/collaborative/>). The Collaborative is a coalition of institutes of higher education, grassroots organizations, non-profit organizations, and governmental agency partners focused on healing-centered engagement in the Baltimore City community. The Collaborative's mission is to prevent, intervene, and heal from trauma and violence in all forms. The Collaborative accomplishes their mission through partnerships between grassroots

and non-profit organizations, city agencies, and institutes of higher education by engaging in service provision, education, and research.

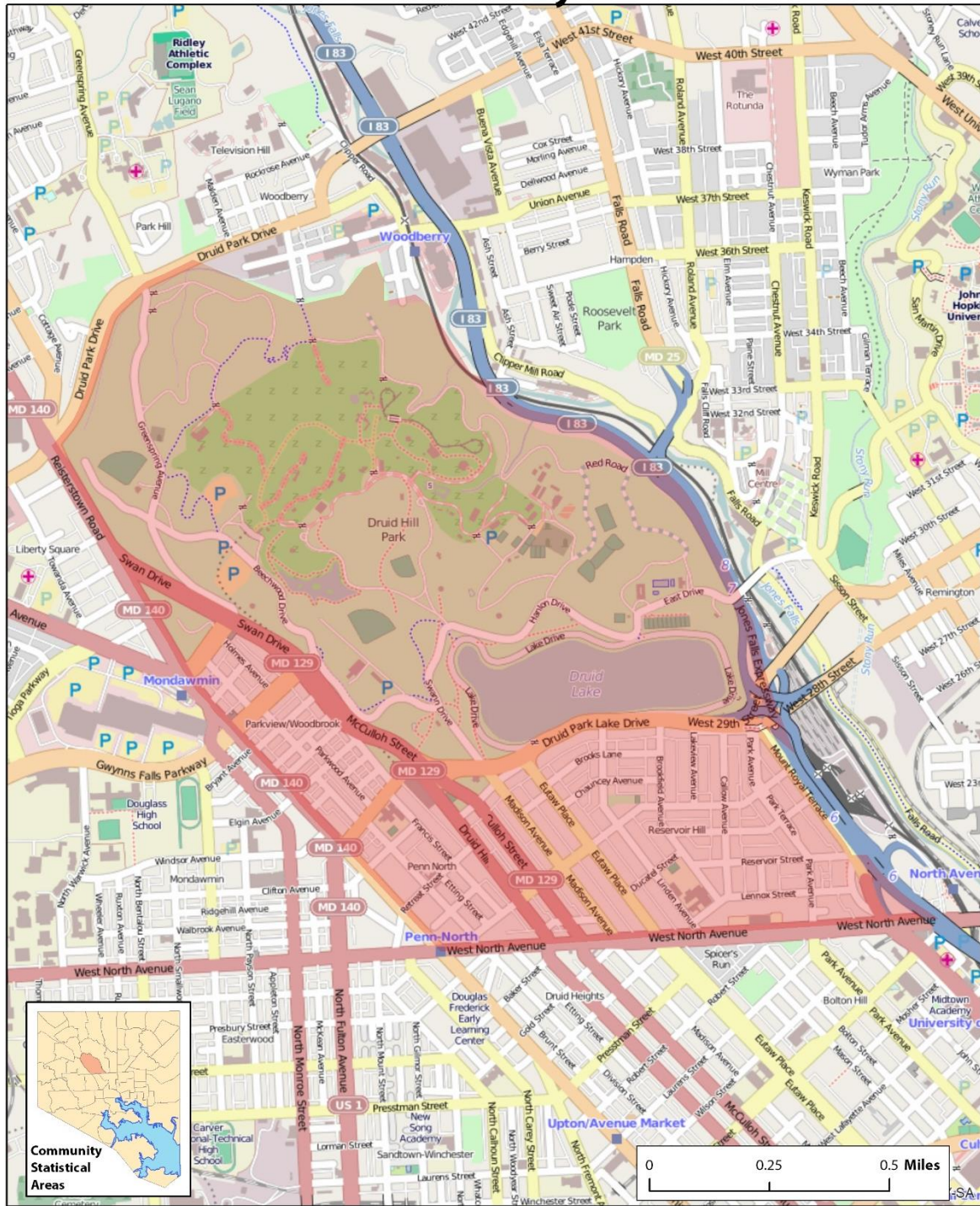
Additionally, at the time of this report, the Collaborative has applied for and been awarded both city and federal funding that will help continue or expand upon Byrne project activities. In the future, Byrne partners plan to continue their work together and will apply for funding from various sources, including local, state, university, and federal grants/contracts and foundation grants. The work carried out by the Byrne Baltimore Collaborative will continue in new and innovative ways to promote community healing and violence prevention.

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Appendix A. Community Statistical Area Maps

Penn North Community Statistical Area

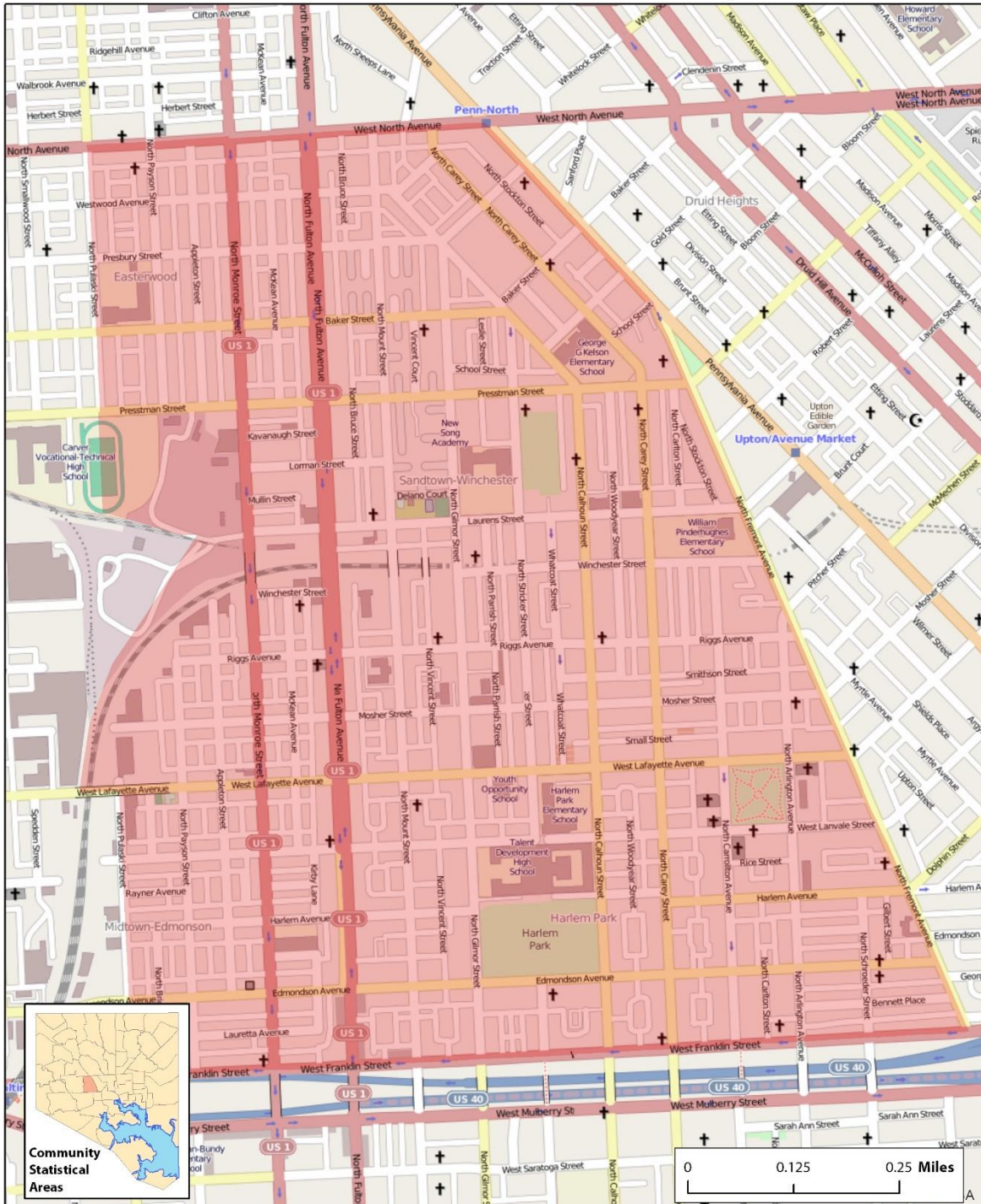


Map created March 2014.

The Baltimore Neighborhood Indicators Alliance - Jacob France Institute

<http://www.bniaffi.org>

Sandtown-Winchester/Harlem Park Community Statistical Area

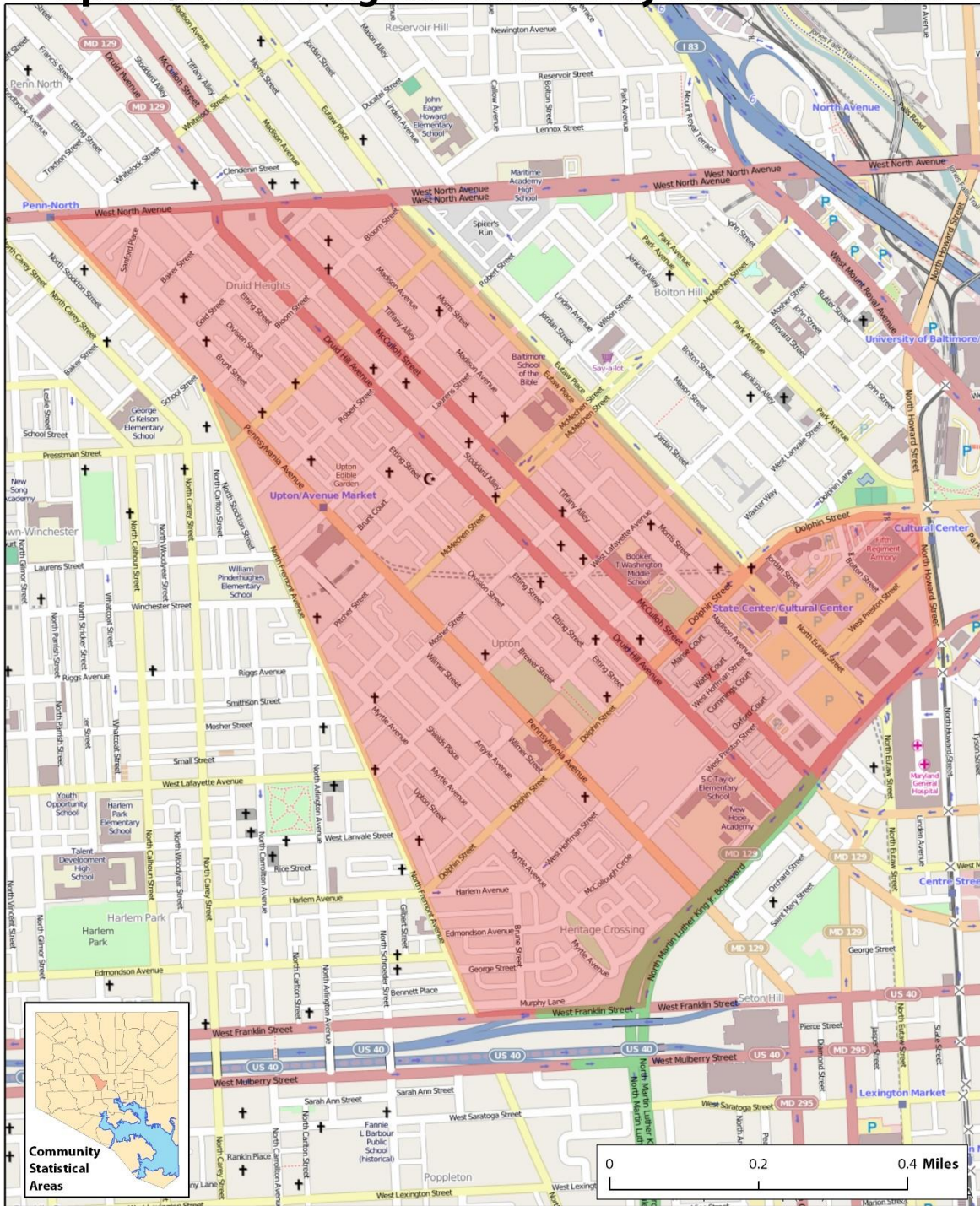


Map created March 2014.

The Baltimore Neighborhood Indicators Alliance - Jacob France Institute

<http://www.bnaiji.org>

Upton/Druid Heights Community Statistical Area



Appendix B. Partner Organization Implementation & Findings Summaries

Please refer to the next seven pages of this report for one-page documents that summarize project implementation and related evaluation findings for each funded partner organization:

1. Communities United,
2. The Community Builders,
3. Fight Blight Bmore,
4. HeartSmiles,
5. No Boundaries Coalition,
6. Voices of 21217, and
7. We Our Us.



Communities United Power Project

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and violence prevention. The Collaborative is a partnership among the University of Maryland School of Social Work and multiple community-based organizations, including Communities United. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference they made.

COMMUNITIES UNITED

Communities United was founded in 2010 with a mission to organize and empower low income Marylanders to achieve transformative change on issues of racial, economic and social justice. In 2022, Communities United implemented the Power Project training program in which residents learn about power and power mapping, identify important issues in their neighborhood, and are encouraged to take action.

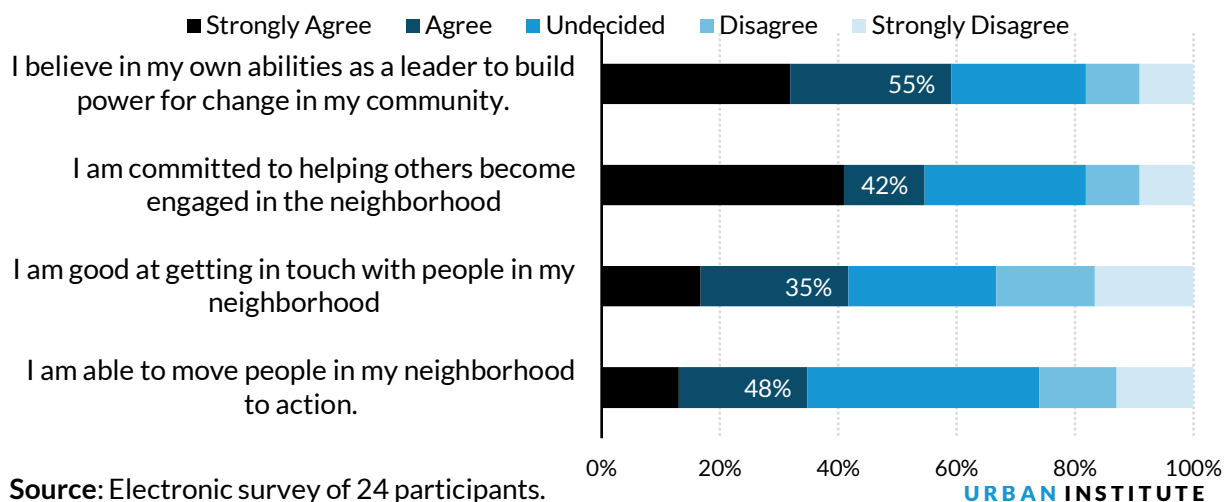


WHAT WAS THE DIFFERENCE MADE?

Urban Institute researchers worked with Communities United staff to develop a survey that could be used with participants. Twenty-four people participated in the survey at the start of the Power Project. The majority of participants agreed or strongly agreed that they believed in their abilities as a leader and were committed to helping others become engaged in the neighborhood. Across all of the Power Project sessions, 67% of participants reported that were very or extremely likely to use what they learned and 85% reported that the session was very good or excellent (n=39).

FIGURE 1

Power Project Participant Responses at Program Start





The Community Builders Resident Engagement

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and prevent violence. The Collaborative is a partnership among the University of Maryland School of Social Work and community-based organizations, including The Community Builders. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference that they made.

THE COMMUNITY BUILDERS

The Community Builders (TCB) is a leading nonprofit real estate developer that owns or manages apartments in the Northeast, Midwest, and Mid-Atlantic, including Baltimore. As part of the Collaborative, TCB conducted extensive resident and community engagement, including holding trainings on conflict resolution, de-escalation, and trauma; connecting residents to educational, food, and health resources; and supporting community events.

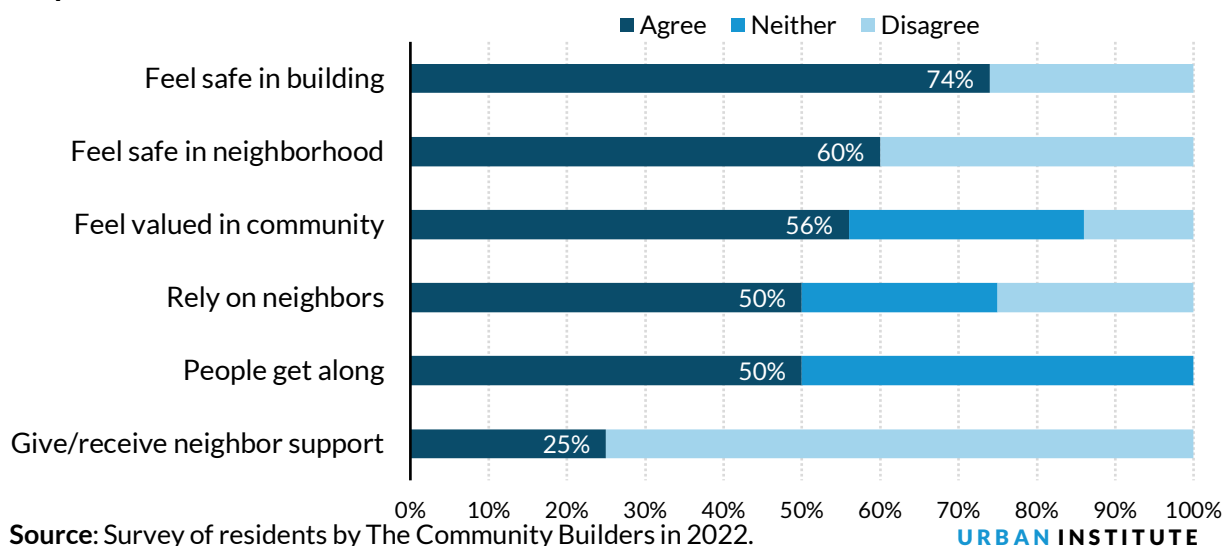


WHAT WAS THE DIFFERENCE MADE?

The Community Builders regularly surveys its residents on a variety of topics and in consultation the Urban Institute research team, it was decided to rely on the existing survey rather than design a new one. The majority of residents who participated in the survey agreed that they feel safe in the building (74%) and in the neighborhood (60%). Approximately half of the respondents agreed that they feel valued in the community, rely on neighbors, or that people get along. Lastly, only a quarter of respondent agreed that they give or receive neighbor support.

FIGURE 1

Perspectives of Residents





Fight Blight Bmore

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and prevent violence. The Collaborative is a partnership among the University of Maryland School of Social Work and community-based organizations, including Fight Blight Bmore. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference that they made.

FIGHT BLIGHT BMORE

Fight Blight Bmore is an economic, environmental, and social justice initiative led by the community and informed by data to address the issue of blight. Fight Blight Bmore held presentations on blight, went door to door to connect with residents whose homes were at risk of tax sale, and launched an app to identify, report, and track blighted properties.



WHAT WAS THE DIFFERENCE MADE?

Urban Institute researchers worked with Fight Blight Bmore staff to develop surveys that could be used with people who attend presentations and those who receive housing services. Fight Blight Bmore plans to use the surveys in the future. Separately, Fight Blight Bmore worked with the Community Control of Land Coalition to survey Baltimore residents on property issues. Seven people from 21217 neighborhoods participated in the survey. The top property-related issues that they reported were vacancy, trash and illegal dumping, and poorly maintained buildings (Figure 1). The top-rated practices to address property-related issues were gentrification, affordable housing, and community association trainings.

FIGURE 1

Perspectives of 21217 Residents on Property-Related Issues

Top Property-Related Issues	Top Practices to Address Property-Related Issues
<ul style="list-style-type: none">•Vacancy•Trash & Illegal Dumping•Poorly Maintained Buildings•Housing/Building Code Violations•Poorly functioning community associations	<ul style="list-style-type: none">•Gentrification•Affordable Housing•Community Association Training•Condemnation•Demolition of vacant buildings

Source. Electronic survey of seven residents of neighborhoods in the 21217 zip code in August-September 2022.



HeartSmiles Police-Youth Training

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and violence prevention. The Collaborative is a partnership among the University of Maryland School of Social Work and multiple community-based organizations, including HeartSmiles. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference that they made.

HEARTSMILES

HeartSmiles was founded in 2015 with a mission to provide exceptional enrichment and leadership development opportunities to youth in Baltimore's most under-served communities. In the summer of 2022, HeartSmiles implemented a training program that brought youth and UMB police officers together to improve understanding and allow for open conversations.

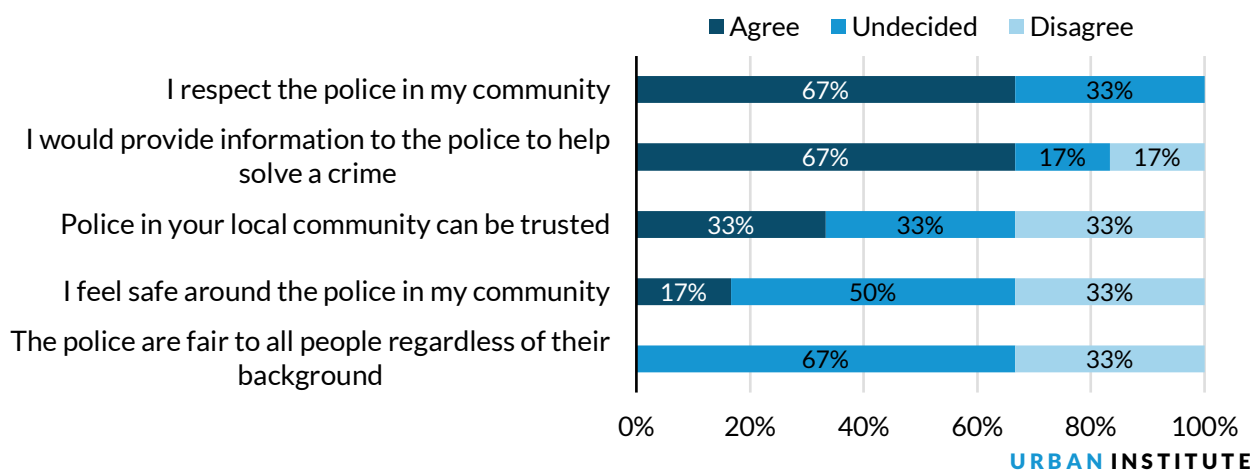


WHAT WAS THE DIFFERENCE MADE?

Urban Institute researchers worked with HeartSmiles staff to develop a survey that could be used with police and youth participants. Six youth participated in the survey. Overall, youth who participated in the HeartSmiles training reported that they respected police and would be willing to provide information to help solve a crime. However, when asked about perceptions related to trust, fairness, and personal safety, many youth were unsure or disagreed. All of the youth reported that the training was valuable for improving understanding between police and youth. Future work would benefit from both police and youth participating in the surveys to explore more potential impacts of the training.

FIGURE 1

Youth Perceptions of Police



Source: Electronic survey of 6 youth participants in August 2022.



No Boundaries Coalition Block Captain Program

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and prevent violence. The Collaborative is a partnership among the University of Maryland School of Social Work and community-based organizations, including No Boundaries Coalition. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference that they made.

NO BOUNDARIES COALITION

No Boundaries Coalition is a resident-led advocacy organization building a unified and empowered Central West Baltimore across the boundaries of race, class, and neighborhood. In 2022, they conducted multiple cohorts of the Block Captain training, which gives residents knowledge and skills to organize in their community around issues that are important to them.

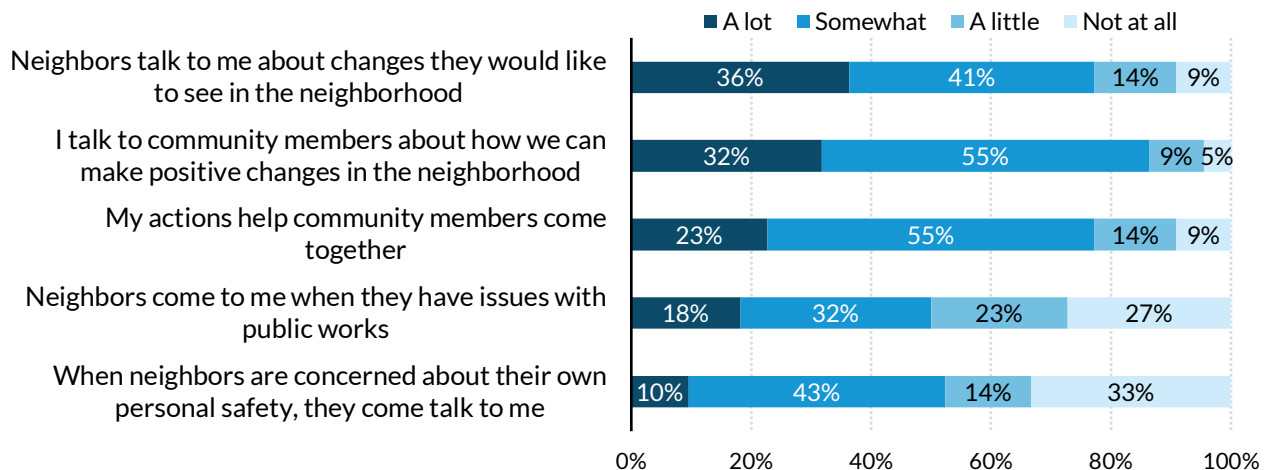


WHAT WAS THE DIFFERENCE MADE?

No Boundaries Coalition had previously developed a survey with researchers at Johns Hopkins University for Block Captain program participants. The Urban Institute researchers and No Boundaries adapted the survey to also cover topics on community cohesion, social control, perceptions of neighborhood safety, and precautionary behaviors. In regard to participant perspectives on resident organizing at the start of the program, approximately one-third reported that neighbors talk to them about changes they would like to see in the neighborhood a lot (36%) and that they talk to community members about how to make positive changes a lot (33%, Figure 1). No Boundaries plans to continue surveying participants to understand how their perspectives change as they continue in the program.

FIGURE 1

Participant Perspectives on Resident Organizing & Mobilization at Start of Block Captain Program



Source: Electronic survey of 22 Block Captain program participants at program start from March-August 2022.

URBAN INSTITUTE



Voices of 21217

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and violence prevention. The Collaborative is a partnership among the University of Maryland School of Social Work and multiple community-based organizations, including Voices of 21217. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference they made.

VOICES OF 21217

The mission of Voices of 21217 is to provide opportunities for youth in Baltimore Ages 14-24 to center their voices through oral history told through portrait photography, film, and creative writing. Their vision is a world where young people in Baltimore City are empowered to establish their legacy and highlight their experiences through creative expression. In 2022, Voices of 21217 developed a police training video for Baltimore City Police Department. They also conducted interviews with community members and filmed many events implemented by organizations in the Collaborative.



WHAT WAS THE DIFFERENCE MADE?

Urban Institute researchers worked with Voices of 21217 staff to develop a survey that could be used with youth and police officers. Although not enough surveys were completed to allow for analysis, there were many positive reports about the activities of Voices of 21217. The training video was a collaborative effort between the youth, police department, and community members and resulted in a tangible product which has garnered attention and interest from other agencies outside of Baltimore City. Further, the creation of the video served as a tool to better educate community members on the functions and role of the police, as well as to educate the police on the perceptions and understandings of the community members. This particular activity served as a catalyst for both groups to take part in conversations and created opportunities for communication. Voices of 21217 staff also reported that youth who participated in their programming left with more confidence and positive relationships with role models.



We Our Us Community Engagement Walks

Findings from the Byrne Baltimore Collaborative Evaluation

BYRNE BALTIMORE COLLABORATIVE

From October 2021-September 2022, the Baltimore Collaborative completed activities in 21217 neighborhoods to promote community engagement and violence prevention. The Collaborative is a partnership among the University of Maryland School of Social Work and multiple community-based organizations, including We Our Us. As the research partner, the Urban Institute evaluated how well the activities were implemented and the difference that they made.

WE OUR US

We, Our, Us — the **movement** — is a vision of men from Baltimore and the vicinity, who focus on consistent and collective action to strategically assist people, especially boys and young men, in obtaining resources to help guide them to productive pathways and move their goals forward from a unified energy. We Our Us conducted many community engagement walks to connect with people, reconcile conflicts, and offer appropriate resources.

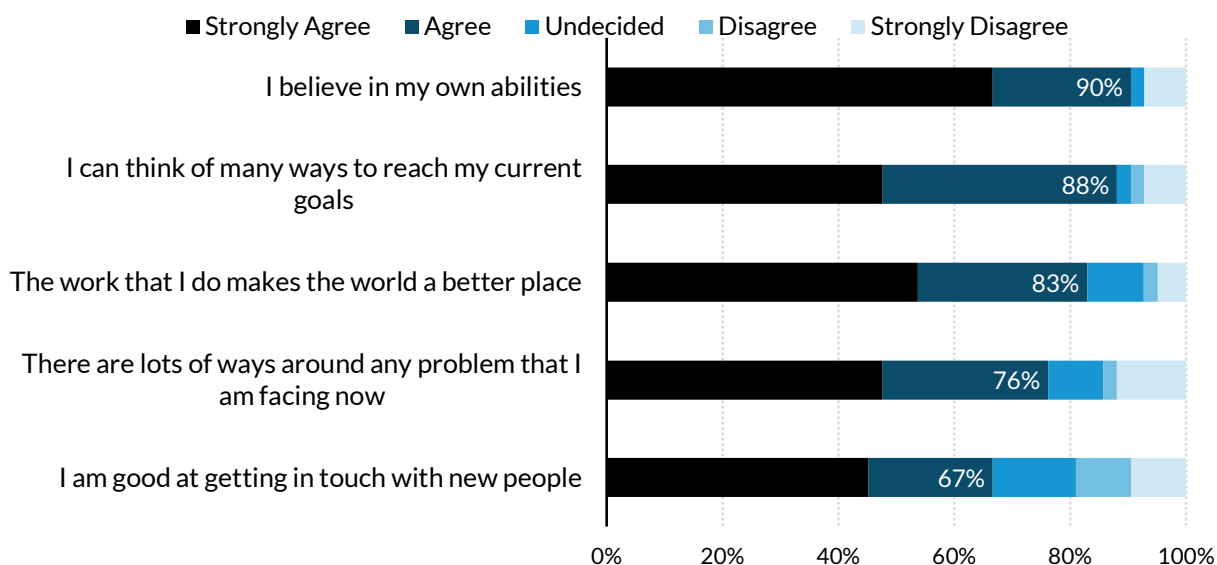


WHAT WAS THE DIFFERENCE MADE?

Urban researchers worked with We Our Us staff to develop a survey that could be used with people who go on the community engagement walks. Forty-two walk participants participated in the survey. Overall, they reported high levels of hope, resilience, and meaning from the work. The vast majority of participants (83%) agreed or strongly agreed that the work makes the world a better place (Figure 1). Participants also agreed that We Our Us was making a difference, they had enough training and support to make a difference, and that residents see the work as a way to reduce crime.

FIGURE 1

Community Engagement Walk Participant Perspectives



Source: Electronic survey of 42 community walk participants in August 2022.

URBAN INSTITUTE

Appendix C. Survey Items

Communities United

Block Captain Program

- Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):
 - People around here are willing to help their neighbors
 - Most people in this neighborhood care about the community as much as I do
 - I believe in my own abilities as a leader to build power for change in my community
 - I am able to move people in my neighborhood to action
- How likely are you to use what you learned in this session? (not at all likely to very likely)
- How would you rate this session? (poor to excellent)

Fight Blight Bmore

Presentations

Which presentation did you attend?

Please choose the answer that best describes your thoughts about the following statements

- Blight in Baltimore
 - I know what blight is and its history
 - I see the impact of blight in my community
 - I understand what communities are doing to get rid of blight
 - How likely are you to tell others about blight?
- Saving the Family House
 - The family house is a familial, cultural, and economic asset
 - I know how to protect the family house against "theft"
 - I am confident I could grow the value of the family house
 - How likely are you to tell others about how to save the family house?
- Housing Assistance Programs
 - I understand how to pause or reduce my mortgage/rent payments
 - I understand how to access assistance for making mortgage/rent payments
 - How likely are you to use these services?
 - How likely are you to tell others about these services?
- Property Taxes, Tax Assessments, and Credits
 - I know what property taxes are and how they are assessed
 - I know how to challenge the tax assessment for a property

- I understand how to receive property tax credits
- How likely are you to tell others about property taxes?
- How would you rate this presentation?
- Is there anything else you would like to share?

Housing Services

- How much did receiving these housing services impact your ability to stay in your home? (no impact to major impact)
- How much did receiving these housing services impact your ability to enjoy or use your home? (no impact to major impact)
- How much has receiving these housing services raised your awareness about housing issues in your neighborhood? (not at all to extremely aware):
- Check the services you were able to access. (Check all that apply)
- How likely are you to tell others about these services? (not at all to extremely likely)
- Is there anything else you would like to share?

Property Issues

- How many years have you lived in Baltimore City?
- What is your zip code?
- Which neighborhood do you live in?
- How do you house yourself?
- Is your current housing situation your ideal housing situation for now?
 - If no, what is your ideal housing situation for the next step?
 - Would you be interested in getting support to help you get to your housing goal?
- Pick the 5 most burdensome property-related issues in your community
- Pick the top 5 practices to stop in order to address property-related issues
- Would you be interested in attending a community convening about addressing property-related issues in communities or any of the other topics mentioned in this survey?
 - If yes, which property-related issues or topics are you interested in?

HeartSmiles

Police-Youth Training

Questions for Police

Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):

- Youth in your district can be trusted
- I am fair to all youth regardless of their background

- I respect the youth in my district
- I feel safe around the youth in my district
- Youth in your district would provide information to the police to help solve a crime
- This training was valuable for improving understanding between police and youth

Questions for Youth

Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):

- Police in your local community can be trusted
- The police are fair to all people regardless of their background
- I respect the police in my community
- I feel safe around the police in my community
- I would provide information to the police to help solve a crime
- This training was valuable for improving understanding between police and youth

No Boundaries Coalition

Leadership Academy

- How did you hear about the Leadership Academy?
- What made you decide to join the Leadership Academy?
- What do you see as the most important issue affecting your neighborhood?
- What do you want to learn from the Leadership Academy?
- Are you registered to vote?
- Have you ever attended a community association meeting?
- When the following things happen, select what you are most likely to do.
 - When I see a streetlight out, I
 - If I had an idea for a policy change to help my neighborhood, I would
 - When there are elections, I
 - When I see drug activity or other crimes occur on streets in my neighborhood, I
- How skilled or proficient are you at the following activities?
 - Submitting a 311 ticket
 - Completing a phone call, email exchange, or meeting with an elected official
 - Developing a “block”-supported service learning project
 - Engaging in effective one-on-ones
- How much do the following statements sound like you?
 - Neighbors talk to me about changes they would like to see in the neighborhood
 - I talk to community members about how we can make positive changes in the neighborhood

- Neighbors come to me when they have issues with public works (for example, streetlights, water service, trash pickup)
- My actions help community members come together
- Neighbors come to me when they have issues getting along with other neighbors
- When neighbors are concerned about their own personal safety, they come talk to me
- When neighbors are concerned about the safety of others, they talk to me
- I have at least one positive relationship with youth in the neighborhood
- There are youth in the neighborhood who see me as a role model
- Please rate how much you agree or disagree with the following statements
 - This is a close-knit neighborhood
 - People around here are willing to help their neighbors
 - People in this neighborhood get along with each other
 - People in this neighborhood share the same values
 - People in this neighborhood can be trusted
- For each of the following scenarios, how likely is it that people in your neighborhood would act in the following manner:
 - If a group of neighborhood children were skipping school and hanging out on a street corner, how likely is it that your neighbors would do something about it?
 - If some children were spray-painting graffiti on a local building, how likely is it that your neighbors would do something about it?
 - If a child was showing disrespect to an adult, how likely is it that people would scold that child?
 - If there was a fight in front of your house and someone was beaten or threatened, how likely is it that your neighbors would break it up?
 - Suppose that because of budget cuts the local fire station was going to close, how likely is it that neighborhood residents would organize to try to do something to keep the fire station open?
- Out of concern for your own safety, how often do you do the following:
 - Avoid certain streets?
 - Stay in at night?
 - Not travel alone?
 - Avoid certain buildings?
- What is your age?
- What is the highest degree or level of school you've completed?
- Did you attend Baltimore City Public Schools?
- What is your gender?
- What is your race/ethnicity?
- Which neighborhood do you live in?
- Are you currently employed?

- Are you a returning citizen (recently home from prison)?
 - If so, how long have you been home?
- Do you have stable housing?

The Community Builders

TCB conducts regular surveys of its residents. These items come from their existing survey.

- Yes/No
 - Feel safe in neighborhood
 - Feel safe in building
 - Give/receive neighbor support
 - Registered to vote
- Yes/Neither/No
 - People get along
 - Rely on neighbors
- Agree/Neither/Disagree
 - Feel valued in community

Voices of 21217

Police-Youth Training

Questions for Police

- Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):
 - Youth in your district can be trusted
 - I am fair to all youth regardless of their background
 - I respect the youth in my district
 - I feel safe around the youth in my district
 - Youth in your district would provide information to the police to help solve a crime
 - This training was valuable for improving understanding between police and youth
 - I can recognize when someone I'm interacting with has a physical or mental disability
- How do you think the community perceives you? (very favorably to not at all favorably)
- How confident do you feel when interacting with youth? (very confident to not at all confident)

- How much do you feel you understand/empathize with the youth you generally interact with when working? (none at all to a great deal)
- How do you think youth are likely to respond to you when you approach them?
- What did you learn from this training/experience?
- What are you going to change about the way you interact with youth after this training/experience?

Questions for Youth

Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):

- Police in your local community can be trusted
- The police are fair to all people regardless of their background
- I respect the police in my community
- I feel safe around the police in my community
- I would provide information to the police to help solve a crime
- This training was valuable for improving understanding between police and youth

We Our Us

Community Engagement Walks

Questions for Participants

- Please enter the date of the most recent walk you were a part of.
- Please choose the answer that best describes your thoughts about the following statements (strongly disagree to strongly agree):
 - There are lots of ways around any problem that I am facing now
 - I can think of many ways to reach my current goals
 - The work that I do makes the world a better place
 - I believe in my own abilities
 - I am good at getting in touch with new people
 - People around here are willing to help their neighbors
 - I believe the work with We Our Us is making a difference
 - I have enough training and support to make a difference
 - People in the neighborhood see this work as an opportunity to reduce crime
- Is there anything else you would like to share?

Appendix D. Survey Results Tables

Communities United

Power Project

Baseline Survey Results

Item	n	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I am able to move people in my neighborhood to action.	23	13%	13%	39%	22%	13%
I am good at getting in touch with people in my neighborhood	24	17%	17%	25%	25%	17%
I am committed to helping others become engaged in the neighborhood	22	9%	9%	27%	14%	41%
I believe in my own abilities as a leader to build power for change in my community.	22	9%	9%	23%	27%	32%
People around here are willing to help their neighbors?	23		17%	35%	48%	
		Not at all likely	Slightly likely	Moderately likely	Very likely	Extremely likely
How likely are you to use what you learned in this session?	22	5%	14%	18%	18%	45%
		Poor	Fair	Good	Very good	Excellent
How would you rate this session?	22	9%	5%	0%	9%	77%

Follow-up Survey Results

Item	n	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I am able to move people in my neighborhood to action.	17	12%	18%	47%	18%	6%
I am good at getting in touch with people in my neighborhood	17	6%	18%	41%	12%	24%
I am committed to helping others become engaged in the neighborhood	17	6%	18%	35%	18%	24%
I believe in my own abilities as a leader to build power for change in my community.	17	6%	24%	18%	35%	18%
People around here are willing to help their neighbors?	17		18%	18%	65%	
		Not at all likely	Slightly likely	Moderately likely	Very likely	Extremely likely
How likely are you to use what you learned in this session?	17	0%	6%	24%	35%	35%
		Poor	Fair	Good	Very good	Excellent
How would you rate this session?	16	0%	6%	13%	25%	56%

Fight Blight Bmore

Property Issues

Property Issues and Practices to Address Issues according to Residents of 21217

Most Burdensome Property-Related Issues	<i>N</i>
Vacancy	6
Trash and illegal dumping	5
Poorly maintained buildings	4
Housing/building code violations	3
Poorly functioning community associations/groups	3
Property taxes	3
Collapsed buildings	2
Environmental control board citations	2
Homeowners insurance	2
Low home appraisal values	2
Tax sale foreclosures	2
Underuse	2
High rent	1
Misuse	1
Water billing, including cost and/or accuracy	1
Practices to Address Property-Related Issues	
Gentrification	3
Affordable housing	2
Community Association training	2
Condemnation	2
Demolition of vacant buildings	2
Family mediation	2
Reparations	2
Tax sale reform	2
Using code enforcement to incentivize maintenance	2
Community mobilization training	1
Estate planning	1
Property tax reform	1
Public bonds to pay for re-development	1
Supporting community-led green spaces and farming	1
Tangled title (deed disentitlement)	1

HeartSmiles

Police-Youth Training

Youth Perceptions of Police

Item	<i>n</i>	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
The police are fair to all people regardless of their background	6	17%	17%	67%	0%	0%
I feel safe around the police in my community	6	17%	17%	50%	0%	17%
Police in your local community can be trusted	6	0%	33%	33%	33%	0%
I would provide information to the police to help solve a crime	6	0%	17%	17%	17%	50%
I respect the police in my community	6	0%	0%	33%	50%	17%
This training was valuable for improving understanding between police and youth	6	0%	0%	0%	50%	50%

No Boundaries Coalition

Leadership Academy

Participant Perspectives at Baseline

Item	<i>n</i>	No	Yes
Are you a returning citizen (recently home from prison)?	22	22	0
Are you registered to vote?	22	2	20
Did you attend Baltimore City Public Schools?	22	7	15
Do you have stable housing?	22	4	18
Have you ever attended a community association meeting?	22	5	17
I have at least one positive relationship with youth in the neighborhood	22	2	20
There are youth in the neighborhood who see me as a role model	21	5	16

Please rate how much you agree or disagree with the following statements		Strongly disagree	Disagree	Neither	Agree	Strongly agree
People around here are willing to help their neighbors	22	1	1	5	11	4
People in this neighborhood can be trusted	22	2	4	8	7	1
People in this neighborhood get along with each other	22	1	1	6	11	3
People in this neighborhood share the same values	22	2	4	5	7	4
This is a close-knit neighborhood	22	1	1	7	9	4

For each of the following scenarios, how likely is it that people in your neighborhood would act in the following manner:	n	Very unlikely	Unlikely	Neither likely nor unlikely	Likely	Very likely
If a child was showing disrespect to an adult, how likely is it that people would scold that child?	22	2	5	8	7	0
If a group of neighborhood children were skipping school and hanging out on a street corner, how likely is it that your neighbors would do something about it?	22	3	5	4	10	0
If some children were spray-painting graffiti on a local building, how likely is it that your neighbors would do something about it?	22	1	5	4	11	1
If there was a fight in front of your house and someone was beaten or threatened, how likely is it that your neighbors would break it up?	20	2	1	5	10	2
Suppose that because of budget cuts the local fire station was going to close, how likely is it that neighborhood residents would organize to try to do something to keep the fire station open?	20	2	2	5	7	4

When I see a streetlight out, I	n
do nothing	1
tell a neighbor	6
call the City or DPW	7
submit a 311 ticket online	14

If I had an idea for a policy change to help my neighborhood, I would	<i>n</i>
do nothing	1
I don't think of policy changes	1
tell a neighbor	5
call/email an elected official	10
bring it up at a community association meeting	16

When there are elections, I	<i>n</i>
participate in campaigns	4
register others to vote	6
get informed about the candidates	13
vote	19

When I see drug activity or other crimes occur on streets in my neighborhood, I	<i>n</i>
I don't see drug activity or crime	2
do nothing	3
call the police	5
tell a neighbor	5
mind my business	7
bring it up at a community association meeting	10

How skilled or proficient are you at the following activities?	<i>n</i>	Not at all	Somewhat	Very
Completing a phone call, email exchange, or meeting with an elected official	22	4	8	10
Developing a "block"-supported service learning project	22	8	10	4
Engaging in effective one-on-ones	22	6	9	7
Submitting a 311 ticket	22	4	8	10

How much do the following statements sound like you?	<i>n</i>	A little	A lot	Not at all	Somewhat
I talk to community members about how we can make positive changes in the neighborhood	22	2	7	1	12
My actions help community members come together	22	3	5	2	12
Neighbors come to me when they have issues getting along with other neighbors	22	5	4	7	5
Neighbors come to me when they have issues with public works (for example, streetlights, water service, trash pickup)	22	5	4	6	7
Neighbors talk to me about changes they would like to see in the neighborhood	22	3	8	2	9
When neighbors are concerned about the safety of others, they talk to me	22	3	2	7	9
When neighbors are concerned about their own personal safety, they come talk to me	22	3	2	7	9

Out of concern for your own safety, how often do you do the following	<i>n</i>	Never	Often	Rarely	Sometimes	Always
Avoid certain buildings?	22	1	5	3	13	0
Avoid certain streets?	22	1	6	6	8	1
Not travel alone?	22	0	5	5	11	1
Stay in at night?	22	0	6	4	8	4

The Community Builders

Resident Engagement

Topic	Agree	Neither	Disagree
Give/receive neighbor support	25%	0%	75%
People get along	50%	50%	0%
Rely on neighbors	50%	25%	25%
Feel valued in community	56%	30%	14%
Feel safe in neighborhood	60%	0%	40%
Feel safe in building	74%	0%	26%

We Our Us

Community Engagement Walks

Item	<i>n</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
People around here are willing to help their neighbors	42	26%	33%	24%	5%	12%
I am good at getting in touch with new people	42	45%	21%	14%	10%	10%
People in the neighborhood see this work as an opportunity to reduce crime	36	39%	28%	19%	3%	11%
There are lots of ways around any problem that I am facing now	42	48%	29%	10%	2%	12%
I have enough training and support to make a difference	42	48%	33%	7%	5%	7%
The work that I do makes the world a better place	41	54%	29%	10%	2%	5%
I believe the work with We Our Us is making a difference	42	55%	31%	2%	2%	10%
I can think of many ways to reach my current goals	42	48%	40%	2%	2%	7%
I believe in my own abilities	42	67%	24%	2%	0%	7%