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Evaluation of the Innovations in Community-Based Crime Reduction (CBCR) Program*
(formerly known as Byrne Criminal Justice Innovation [BCJI])
Executive Summary and Final Report

Submitted to the National Institute of Justice

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APPENDIX A

APPENDIX B

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PURPOSE OF THE PROJECT

The purpose of this project was to conduct a multimethod study to 1) understand successful implementation of the Innovations in Community Based Crime Reduction program (CBCR) (formerly known as the Byrne Criminal Justice Innovation) and to 2) provide guidance and identify sites for a possible follow-up impact evaluation.

CBCR is a comprehensive strategy developed to help neighborhoods address crime and improve community safety. CBCR is place-based and built around four pillars that differentiate it from other similar data-driven, multi-agency, problem-solving collaborative programs in the [Innovation Suite](#): (1) CBCR is data-driven, meaning that evidence-based programs that address the specific problems identified in the community through multiple data sources must be incorporated into the approach [Data and Research], (2) CBCR includes a strong community engagement component, where residents of the target area are given a voice in the process [Community Oriented], (3) the neighborhood revitalization component allows grantees to specifically incorporate neighborhood revitalization into their project goals with residents as key partners [Spurs Revitalization], and (4) all efforts must include a strong multi-agency partnership to build strong connections across government and non-government sectors [Builds Partnerships]. While CBCR is a Department of Justice (DOJ) initiative, this interagency effort aligns federal programs from the Departments of Education, Housing and Urban Development, Health and Human Services, and Treasury. In addition, collaborating with a research partner helps teams target crime hot spots while tailoring the initiative to their local context. The action research model used in CBCR supports data-driven problem solving, along with the implementation of evidence-informed or evidence-based solutions.

PROJECT DESIGN AND METHODS

We employed a mixed methodology (Creswell & Creswell, 2018) in an effort to answer our research questions. Our sample included CBCR grant awards from the Bureau of Justice Assistance (BJA) in federal fiscal years (FY) 2012 through FY2016 (see Figure 1). There were 70 grantees which encompassed 60 sites (Figure 1). Figure 2 displays the sites in our sample and their award categorization. The majority of sites were Planning and Implementation sites, meaning that the site received a single award that included a planning period along with an implementation period. There were sites that received Planning Only awards. These awards tended to be smaller in funding amount as well as spanned a shorter time period. The remaining sites received a Planning award during one FY and then a subsequent implementation award during a later FY.



Figure 1. CBCR sites 2012-2016

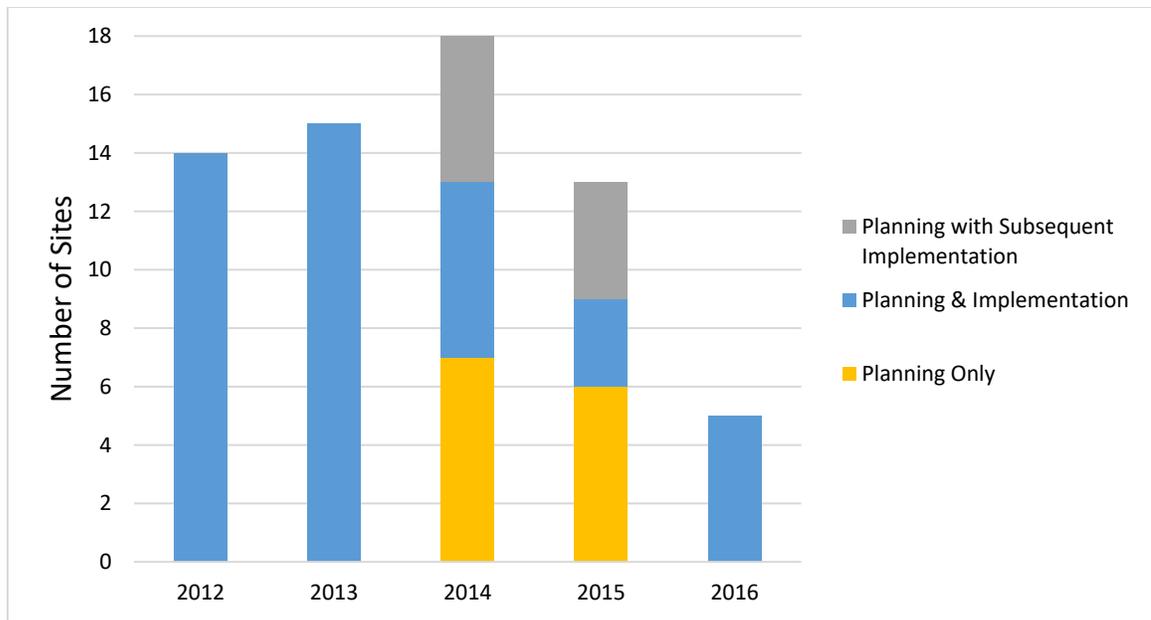


Figure 2. Sample sites and award type

Table 1 displays the data collection efforts for this project. We began with an in-depth document review for all the CBCR grant sites that were funded from FY2012 to FY2016 (n=60). The document review included grant applications, budgets, and implementation plans and final reports when available. We also reviewed BJA Performance Measurement Tool (PMT), a required quarterly questionnaire completed by the sites. We recruited sites to take the Violence Reduction Assessment Tool ([VRAT](#)), a web-based tool created by Michigan State University and made available to [Innovation Suite](#) program teams designed to examine the capacity of sites to implement their intended crime reduction programs. We delivered a web-based survey to the training and technical assistance provider, the Local Initiatives Support Corporation (LISC), site liaisons (see Appendix B) and conducted a site visit to the LISC headquarters in New York, New York.

After consultation with NIJ and BJA we selected 14 sites for on-site field work (see Figure 1 – red markers). We completed twelve site visits. Sites were chosen purposively in order to have a variation in grant type, program focus, and geographic region of the country. Two sites declined our request for an

on-site visit. Each site visit resulted in a site visit report that includes a project description, process evaluation, evaluability report, and a logic model (see Appendix A).

Table 1. Data Collection Efforts.

Item	Instrument	Procedure	Sample
1	BJA Quarterly Performance Management Tool (PMT)	Secondary data	61 sites ¹ 70 grants
2	Violence Reduction Assessment Tool (VRAT)	Secondary data	Team members from 60 sites 29 sites completed \bar{x} = 5.1 people per site
3	Field observation and semi-structured interviews	Face to face/phone	12 Sites 68 interviewees
4	Semi-structured interviews	Face to face/phone	6 LISC site liaisons
5	Site context including other grants and partners	BJA and other sources	60 sites
6	LISC Survey	Internet survey	6 LISC site liaisons 48 surveys

Table 2 provides an overview of sites, their target areas, and the different types of activities they reported engaging in as part of their CBCR project. Sites most frequently engaged in law enforcement activities, followed by activities they considered to build collective efficacy, Crime Prevention Through Environmental Design, social cohesion, abatement/blight remediation, resident mobility and leadership, and youth development.

Table 2. Site and Program Characteristics.

Domain and Items	Mean (\bar{x})	SD (s)	Source
Site Characteristics			
Grant Amount	\$613692.1	\$380,893.40	PMT
Target Area Population	16183.54	20407.89	PMT
Serious Crimes in Target Area	395.86	463.83	PMT
Total Crimes in Target Area	1180.28	2541.06	PMT
Program Characteristics			
Law Enforcement	0.84	0.31	PMT
Collective Efficacy	0.77	0.35	PMT
Resident mobility/leadership	0.68	0.36	PMT
Social Cohesion	0.72	0.37	PMT

¹ One site added a second target area to their project for which they completed separate PMTs.

Domain and Items	Mean (\bar{x})	SD (s)	Source
CPTED	0.73	0.37	PMT
Abatement/blight remediation	0.69	0.39	PMT
Adult education	0.48	0.39	PMT
Youth development	0.66	0.40	PMT
Mental/behavioral health	0.39	0.40	PMT
Reentry	0.52	0.41	PMT
Fear of crime	0.45	0.42	PMT
Economic development	0.43	0.42	PMT
Housing	0.52	0.41	PMT

Table note: *PMTs are per site per reporting period*

In order to improve their likelihood of success, BJA offered training and technical assistance (TTA). Each site was assigned a liaison and they were “on-boarded” usually in November and December after receiving their award. The liaisons kept in regular contact with the designated site coordinator. They would arrange regular phone calls with the site teams as well as visit regularly, depending on the needs of the site. Sites were encouraged to reach out to LISC when they needed something. LISC would discuss the issue as a team and then decide upon a response. The most common needs related to data collection, crime analysis, and mapping. LISC reported that sites were quite receptive to their assistance. Sites had contact with the TTA provider in virtually every reporting period (95%), attended trainings during an average of 67% of reporting and 47% of implementation periods, and rarely reported unaddressed needs, see Table 3.

Table 3. Measures of Training and Technical Assistance

Training and Technical Assistance Items	Mean (\bar{x})	SD (s)	Source
Site receptivity (1=very, 5=not at all)	1.85	1.07	LISC
Did you have contact with TTA? (0=no, 1=yes)	0.95	0.13	PMT
Did anyone attend training (0=no, 1=yes)			
<i>During planning periods</i>	.65	.28	PMT
<i>During implementation periods</i>	.47	.31	PMT
Did you have any unaddressed TTA needs? (0=no, 1=yes)			
<i>During planning periods</i>	.11	.24	PMT
<i>During implementation periods</i>	.07	.22	PMT

Table note: *PMTs are per site per reporting period*

We asked sites about their TTA experience in the field. Four sites had good experiences with LISC overall and found them very helpful. There was some frustration because sites felt that LISC did not have much “authority” and served inadequately as the go-between to BJA on grant management issues. Three sites had limited involvement with LISC due to LISC’s limited knowledge in the content area and inability to understand their project or the needs.

DATA ANALYSIS AND PROJECT FINDINGS

UNDERSTANDING FIDELITY AND SUCCESSFUL IMPLEMENTATION

To understand fidelity and implementation, we started by asking BJA how sites should be operationalizing the CBCR program model (i.e., fidelity) and how do they know if the site is successful in implementing this vision (i.e., implementation success). Our contacts definitely had sites they thought were “better” examples than others, but they were never able to fully articulate what ‘successful implementation’ meant to them beyond the examples they gave. We did note that commitment to the process, in this case, the four pillars, and sustainability were clearly important to them. Therefore, we began to think about program fidelity as it related to the four pillars: Data and Research, Community Oriented, Spurs Revitalization, and Builds Partnerships. We assessed each site’s adherence to the four CBCR program pillars in multiple ways, including using their self-report data, expert opinion, and site partner surveys. Because we do not have analogous data from other initiatives (with the exception of the measures from the VRAT), it is difficult to say whether these metrics are “good” or “bad,” but there is variation across sites in the different measures. Table 4 displays the pillars and included items, descriptive statistics, and scale information, when relevant.

Table 4. Items Used to Assess Fidelity to Pillar Alignment.

<u>Pillar and items</u>	<u>Mean (\bar{x})</u>	<u>SD (s)</u>	<u>Source</u>
Data and Research			
Was planning data driven? (1 = very, 5 = not at all)	2.46	1.05	LISC
Data availability (1 = low, 5 = high)	3.11	1.12	VRAT

Pillar and items	Mean (\bar{x})	SD (s)	Source
Data access and sharing (1 = low, 5 = high)	2.10	0.82	VRAT
Research and analytic capacity (1 = low, 5 = high)	3.39	1.00	VRAT
Did research partner prompt changes in strategies? (0 = no, 1 = yes)			
<i>During planning period</i>	0.41	.032	PMT
<i>During implementation period</i>	0.22	0.27	PMT
Community Oriented			
# meetings with community	21.25	127.07	PMT
# community participants	143.03	332.85	PMT
Focus on community (1 = very active, 3 = not very active)	1.67	0.78	LISC
Advertised to community (1 = exceptionally well, 4 = not much)	2.19	0.89	LISC
Spurs Revitalization			
Focus on revitalization (1 = very, 3 = not at all)	2.06	0.78	LISC
Did they pick the right revitalization activities? (1 = yes, 5 = no)	1.92	0.88	LISC
Did program support revitalization (0 = no, 1 = yes)	0.92	0.28	PMT
Builds Partnership			
Had right partners (1 = yes, 2 = most, 3 = missing partners)	1.48	0.65	LISC
Were partnerships meaningful? (1 = exceptionally, 5 = not at all)	2.46	1.15	LISC
Criminal justice partnership (Range: 0 to 22)	10.09	3.57	VRAT
Community justice partnership (Range: 0 to 14)	8.29	2.09	VRAT
Multiagency partnership (Range: 0 to 10)	3.09	1.09	VRAT
Did project increase cross-sector partnership? (0 = no, 1 = yes)	0.92	0.28	PMT

Table note: *PMTs are per site per reporting period*

Data and Research. The TTA provider reported that the planning process was ‘somewhat data driven.’ The site partners self-reported that the data availability was ‘somewhat low,’ and data access and sharing was ‘low.’ However, the sites reported using research quite a bit throughout the projects, and even reported making changes to their strategies based off of research.

Community Oriented. Sites reported an average of 143 community participants per project period, but some sites reported upwards of several thousand. The TTA liaisons reported that sites advertised/communicated the project ‘well’ to the community and that the sites were ‘somewhat active’ in community engagement about the project.

Spurs Revitalization. According to the TTA provider, the projects did an ‘ok job’ of focusing on revitalization and a ‘good job’ picking the right activities to support revitalization. According to the sites, programs supported revitalization during an average of 92% of the reporting periods.

Builds Partnership. The TTA provider reported that the sites had between ‘all the required partnerships’ and ‘most of the required partnerships’ and that these partnerships were meaningful. The partnerships were rated as less successful across sites by the partners themselves in the VRAT. The criminal justice partnership scores are in the ‘low’ range, community justice partnerships were rated in the ‘midrange,’ and multiagency partnership were ‘somewhat low.’

With the process and pillars in mind, we used the first three data collection mixed methodologies to examine fidelity to the pillars across sites (PMTs, VRAT, and the online LISC survey, see Table 4). We created singular pillar fidelity ratings for each of the pillars across the 60 sites. Four members of our research team reviewed the pillar items and independently rated fidelity as “high,” “medium,” or “low” on each pillar. Each research team member was free to weigh the various items according to how closely they believed the item reflected the pillar. Thirty-two sites (53.3%) had ratings across all four pillars. We then compared the pillar fidelity ratings across the research team members and found high agreement—Cronbach’s alphas ranged from a low of 0.87 to a high of 0.96. Five sites had high fidelity scores across all four pillars; 14 sites had combined fidelity scores between medium and high; and 13 sites scored between low and medium. Figure 3 displays the average rating and standard deviation for each pillar. There were some pillars for some sites that we were unable to rate due to missing data from either the LISC survey, VRAT survey, or PMTs. Pillar alignment fidelity was highest on the Builds Partnerships pillar. Pillar alignment was lowest on the Spurs Revitalization pillar.

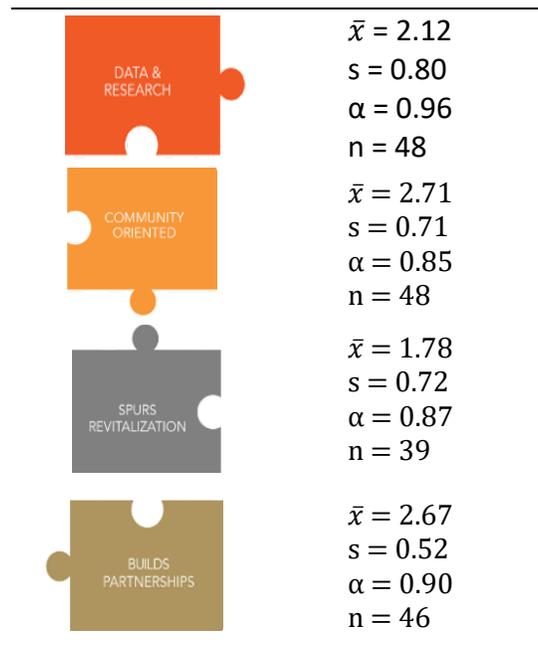


Figure 3. Pillar Alignment Across Sites, full sample

Figure Notes: \bar{x} = mean, s = standard deviation, α = Cronbach's alpha

We then examined how each pillar alignment was related to the others using correlations. As shown in Figure 4, alignment with the Data and Research pillar is important for Spurs Revitalization and Builds Partnerships but not as much for Community Oriented. The Spurs Revitalization pillar is most closely associated with the other pillars as indicated by the larger and darker circles. If a site aligned with the Spurs Revitalization pillar well, they tended to align well with all the pillars.



Figure 4. Pillar Correlations, full sample

Implementation Success. Measuring successful implementation is exceptionally challenging because the program model has not been previously operationalized. Our main measures of success are derived from expert opinion by their training and technical assistance liaison and from self-reports, see Table 5. First, the TTA liaisons reported that overall, the sites were selecting between the ‘somewhat appropriate’ and ‘most appropriate’ intervention strategies to meet their goals of crime reduction, neighborhood revitalization, and cross-sectional partnership; developed implementation plans that fell between ‘somewhat difficult’ and ‘neither difficult or easy’; and they were able to complete ‘most’ of their plan. However, they were less optimistic that the project would continue past the funding cycle. The sites were more positive about their implementation success, with sites reporting that they improved public safety in 77% of their implementation periods, reduced crime in 62% of their implementation periods, and that the community partnerships will sustain in 95% of the reporting periods. Additionally, they

reported plans to sustain in 61% of reporting periods and have identified funding to support these efforts in 65% of reporting periods.

Table 5. Items Used to Assess Implementation Success.

Item	Mean (\bar{x})	SD	Source
Did the site pick appropriate intervention strategies? (1=most appropriate 5=not at all appropriate)			
Crime Prevention	1.90	0.69	LISC
Neighborhood Revitalization	1.92	0.88	LISC
Cross-sectional Partnerships	1.71	1.02	LISC
How difficult was the implementation plan? (1= difficult, 5=very easy)	2.33	0.89	LISC
How much of the implementation plan did the site complete? (1=all, 5=none)	2.22	0.99	LISC
How likely is the project to sustain past the funding? (1=likely, 5= unlikely)	2.73	1.51	LISC
Did you improve community safety? (1=yes, 0=no)	0.77	.044	PMT
Did you reduce crime in the target area? (1=yes, 0=no)	0.62	0.51	PMT
Do you have a sustainment plan? (1=yes, 0=no)	0.61	0.40	PMT
Will you be able to sustain community partnerships? (1=yes, 0=no)	0.95	0.17	PMT
Have you identified funding to continue? (1=yes, 0=no)	0.65	0.36	PMT

Table note: PMTs are per site per reporting period

We then ran simple correlations to see if fidelity to the pillars was associated with any of the measures of implementation success. They are all highly correlated with one another (see Table 6). We caution drawing too strong of conclusions from these correlations as the sample is small – but it does appear that sites that aligned more closely to the pillars were also higher on the measures of implementation success.

Table 6. Pillar Fidelity Correlations with Measures of Implementation Success

Measure of Implementation Success	Pillar			
	Data and Research	Community	Revitalization	Partnership
Implementation Execution	0.61	0.83	0.60	0.78
Appropriate Programming: Crime Prevention	0.73	0.71	0.77	0.77
Appropriate Programming: Neighborhood Revitalization	0.75	0.82	0.99	0.91
Appropriate Programming: Partnership	0.81	0.89	0.96	0.98
Sustainability	0.81	0.89	0.91	0.98

IN-DEPTH PROCESS AND EVALUABILITY ASSESSMENT

Site visits and interviews gave a much more complete picture of how CBCR projects operated. Our site visits included semi-structured interviews and group meetings with project team members and community members, and a tour of the target area. Two team members coded site visit notes and reports to identify patterns and themes related to strategies, achievements, and challenges, and pillar fidelity.

Project sites described 106 different activities that fell into at least one of six general categories: agency coordination, health services, neighborhood stabilization and outreach, place-based strategies, enforcement strategies, and relationship building between community and the criminal justice system. Neighborhood stabilization and outreach was the most project common activity, which focused on development and empowerment of residents and the community at-large. The second most common project activity was relationship building between community and the criminal justice system, which focused on building relationships and trust between residents and law enforcement as well as others working within the criminal justice system. When mapping to the CBCR pillars, about one-third of project activities fell into each of the ‘Community Oriented’ and ‘Builds Partnerships’ pillars, with the remaining activities fitting the ‘Spurs Revitalization’ and ‘Data and Research’ pillars, see Table 7.

Table 7. Mapping Strategies to Pillars

<u>Strategies</u>	<u>Data and Research</u>	<u>Community-Oriented</u>	<u>Spurs Revitalization</u>	<u>Builds Partnerships</u>
Agency Coordination	0%	25%	17%	33%
Health Services	8%	50%	0%	58%
Neighborhood Stabilization and Outreach	58%	92%	25%	83%
Place-based Strategies	17%	50%	67%	42%
Relationship Building Between Community and Criminal Justice System	17%	92%	8%	67%
Enforcement Strategies	8%	17%	33%	17%

Accomplishments. All accomplishments noted here were reported to us by the sites and we did not review or verify them through data. Overall, five of the 12 sites we visited expressed to us that they

considered their CBCR project a success. Sites most commonly reported that they were successful in engaging the community and with community participation in the CBCR project. Sites also reported a diffusion of programs, meaning that agencies and groups outside their partnerships used/adapted their programs. A few sites created new tools or programs, and some reported experiencing decreases in criminal activity.

Challenges. The challenges faced by the sites can be grouped into several distinct categories. The first and most frequent set of challenges are related to *federal grant management*. Most commonly, sites experienced logistical delays related to either federal bureaucracy or local bureaucracy. It was not uncommon for sites to experience a lack of communication from BJA. Several sites had difficulty gaining approval of their implementation plans, submitting revised versions multiple times and then subsequently waiting a long time to receive feedback or for funding release once the plan was approved. Sites were able to speak to tangible effects of these delays such as a loss of project momentum, loss of both funded and unfunded partners, hiring then laying off grant funded employees, halting project operations completely until funding was released, and two of the 12 sites returned the remaining funds.

The second set of challenges related to *history, climate, or influential events* that were, for the most part, out of the site's control. Many of the target areas were located in historically disadvantaged neighborhoods where community members are often skeptical of government programs and see many programs that promise change without follow through. Sites had to work hard to build trust in these communities. Many sites also mentioned *personnel turnover* as an issue—turnover at the agency/partner level as well as in the political realm. Additionally, some sites did not have the capacity to implement what they set out to do. That is, some sort of organizational component was lacking, sometimes due to poor program oversight or other issues simply inherent to the location.

Evaluability. The evaluability assessment included a review of program documents, their information systems and data availability, interviews with key stakeholders, direct program observation, and mapping out the program metrics. In Appendix A, we discuss the necessary components for an evaluation (i.e., adequately specified theory of change, well defined program activities, implementation measures, and anticipated outcomes and impacts). For this set of sites, some of whom have completed their projects and some who have not yet started, we recommend considering three types of evaluation frameworks. These evaluations can be (1) looking at the program as it was already implemented, retrospectively, (2) following the program moving forward, or (3) program replications for evaluative purposes, see Appendix A. Of the twelve sites we visited, we assess that ten of them could be evaluated using retrospective or prospective designs (see Table 8).

Table 8. Pillar Ratings

SITE	DATA AND RESEARCH	COMMUNITY ORIENTED	SPURS REVITALIZATION	BUILDS PARTNERSHIPS	INTERESTING FEATURES	EVALUABILITY ASSESSMENT
1	Medium	Medium	Low	Low	Internal validity issues	Yes
2	Medium	High	Low	Low	Rural setting, no implementation	No
3	Medium	High	High	Medium	Classic CBCR site (followed model)	Yes
4	Medium	High	High	High	Excellent implementation documentation	Yes
5	Low	High	NR	NR	Focus on youth crime	Yes
6	NR	Low	NR	Medium	Native American community Section 8 focus	Yes
7	NR	High	NR	NR	Suburban setting, no implementation	No
8	Medium	High	Low	Medium	Focus on trauma	Yes
9	Medium	High	NR	Medium	Classic CBCR site (followed model)	Yes
10	Low	Medium	NR	Medium	Focus on homelessness	Yes
11	Medium	Medium	NR	Low	Classic CBCR approach in public housing target area	Yes
12	NR	NR	NR	NR	Focus on violence reduction	Yes

Table Note: NR = Not Rated

Source: Document Review, See Table 4 and Figure 3

Our job was to operationalize the CBCR program in order to think about evaluability. We began by mapping the CBCR process at a very high level, next mapping it the site level, and then looked at how to most effectively combine across to provide a roadmap for future evaluations. We started with the pillars as our theory of change (Figure 5). As we have stated before, each of these pillars has been related to project success and crime reduction in previous research. The “intervention” column describes our operationalization of the pillars—not the interventions/programs—because it is the logic model of the CBCR process. Then we trace how this process should theoretically lead to the impact, specifically stronger and safer neighborhoods.

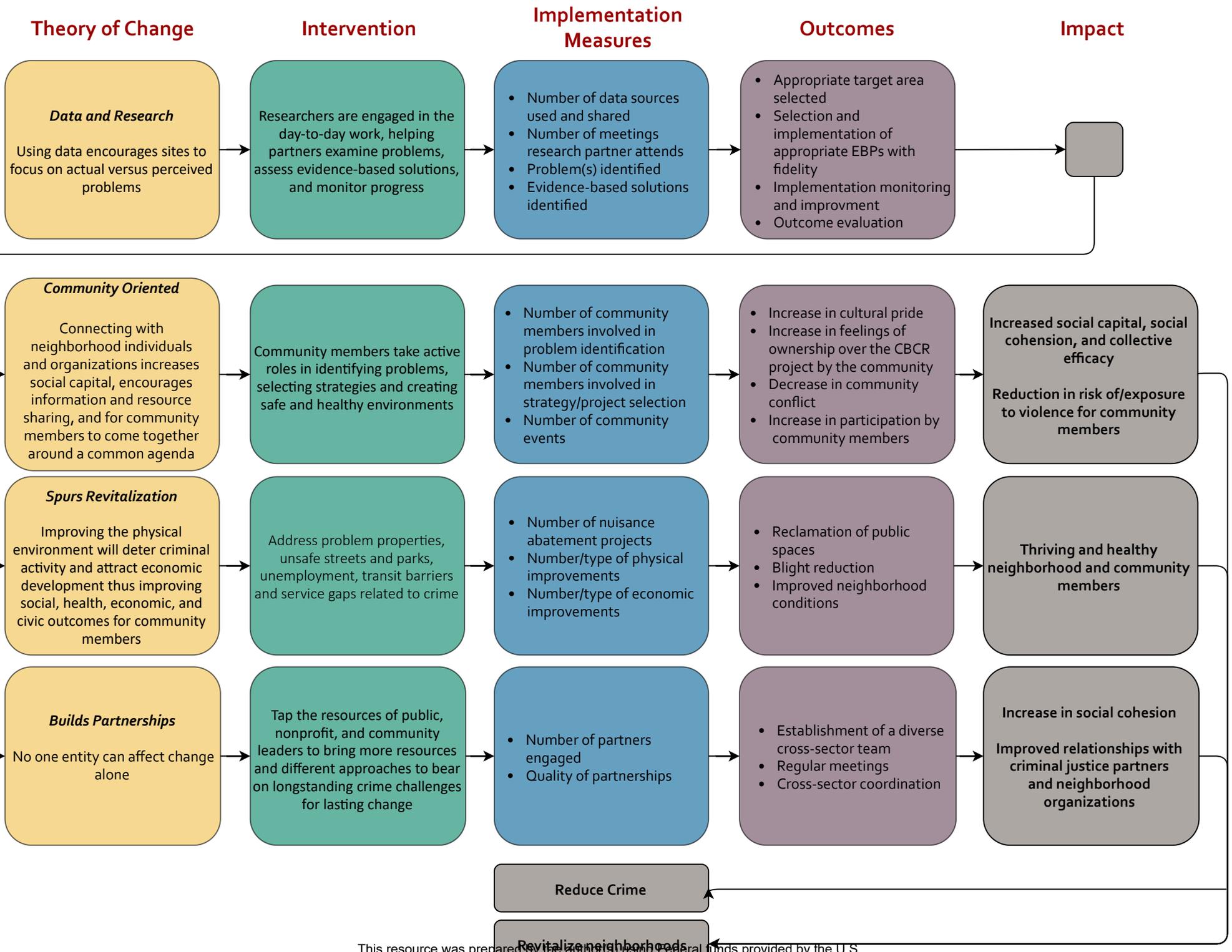


Figure 5. CBCR Logic Model

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Evaluating CBCR’s impact on the community is extremely difficult because it is operationalized and implemented differently across context. Drawing from the Implementation Science literature, we started by building a framework from which we can standardize metrics to look across various intervention strategies using concepts and frameworks developed in other fields. Currently, we do not understand why interventions work sometimes in some places and not other times in other places, so following this framework will help us pinpoint the problems and come up with solutions. We would argue that this method should guide all evaluations. It has been very useful for other fields to understand moving from efficacy trials to full scale. Figure 6 displays the full framework, subsequent Figures will display the Process and Outcomes sections in greater detail.

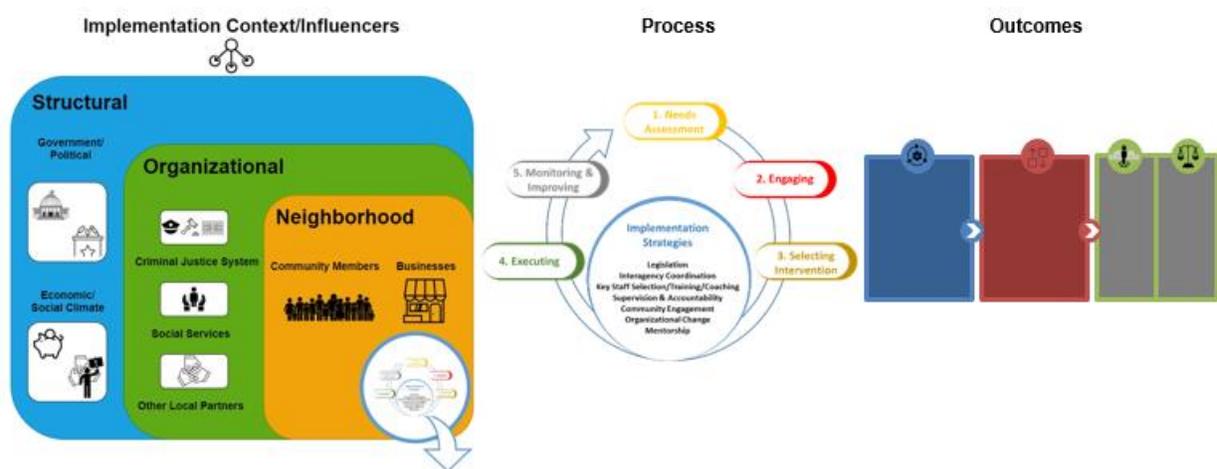


Figure 6. Implementation Science Framework for a generic crime intervention

First, the local context in which a program is implemented is very important and should guide the intervention selected. It may be that there are certain elements that must be in place for an intervention to be successful. Context and influencers are nested within structural, organizational, and neighborhood settings. We need to collect this information for each site. For example, we collected information that included the overlap between target areas and other large federal programs and the types of partners involved in the project. From a structural standpoint, we found that over half of them had one or more

other large-scale revitalization efforts occurring concurrently. Within organizational context, was a large range of the types and numbers of partners who regularly participated in the CBCR project (e.g., between 0-4 agencies in the education sector, between 0-10 different community agencies, and 0-5 local government partners), which likely exerts a large influence on the CBCR project. There was also a wide variation in the target neighborhoods themselves in terms of their community members and the assets and challenges within each.

Figure 7 displays the detailed process of conducting a needs assessment through implementing an intervention, which is required with CBCR participation. One aspect that previous research on EPBs has not considered is all the different ways to implement change, that range from high level legislation (e.g., the use of risk assessment instruments in making parole decisions), to training staff in program specifics. CBCR sites used a variety of strategies including intra-agency coordination, training, data systems, supervision and accountability, and community engagement, to name just a few. As these strategies are not generally captured or coded in evaluation research we have no data on which, if any, of these approaches is more likely to improve implementation fidelity.



Figure 7. Process (detail)

The next step, measuring EBPs consistently to allow comparisons across evaluations, offers is the most challenging piece of the puzzle. This is because most crime intervention evaluations do not include implementation outcomes or intervention-specific outcomes, but rather skip directly to individual or neighborhood outcomes, which misses the mechanisms that we believe to be driving the change. And rarely does an intervention evaluation extend its measurement into overall organizational or system-wide changes.

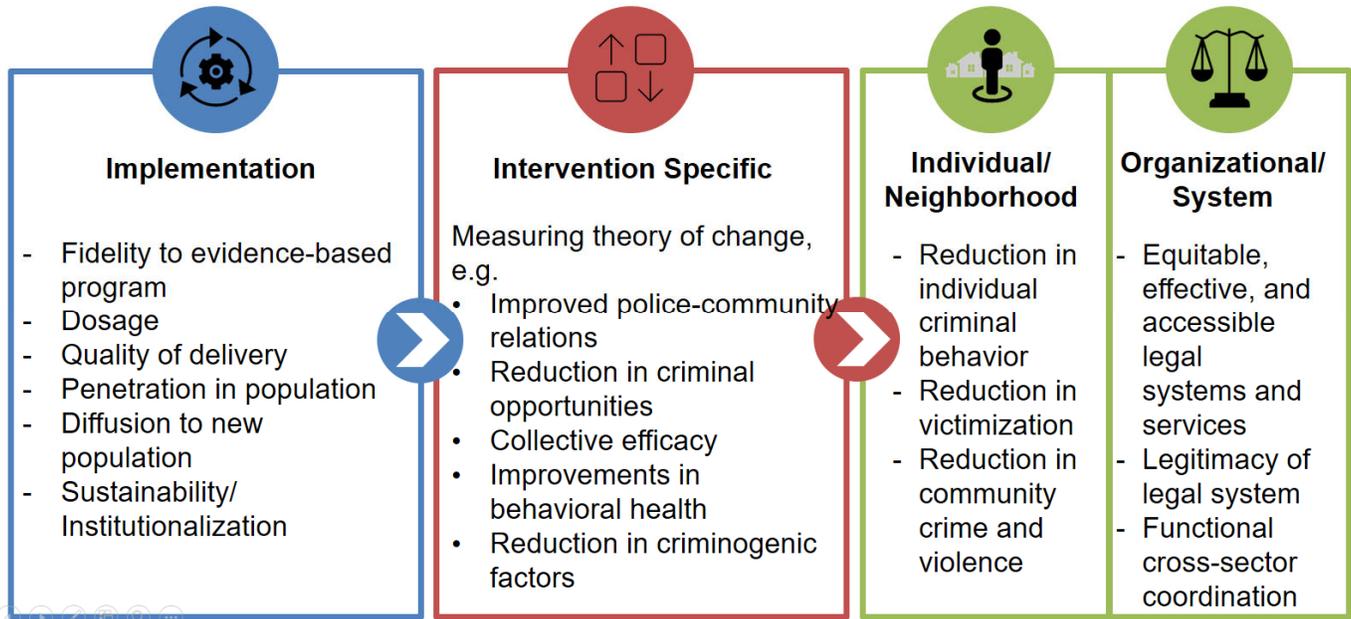


Figure 8. Outcomes (detail)

In order to start learning across individual program evaluations, we need to begin tracing the actual implementation of any intervention (Figure 8, blue column) to understand if it was executed as intended and whether there was sufficient quality and dosage. This step is what many researchers refer to as the “black box” of implementation—and by skipping this step, we lose the opportunity to understand why an intervention does or does not reach its intended outcomes. These metrics will necessarily differ across sites, as they should measure how well a site implements their specific programs.

The intervention-specific outcomes (Figure 8, red column) are also rarely measured in evaluation research because they are often challenging to quantify. However, these outcomes are very important because they should map back to the theory of change and help us understand the mechanisms behind any program impact. CBCR sites developed their programming around a variety of theories of change, but there were many similarities. Common theories of change that we observed in the CBCR sites included: (1) Broken windows, (2) Improving police-community relations, (3) Collective efficacy, (4) Trauma-informed services, (5) Addressing unmet behavioral health needs, (6) Youth empowerment, and (7) Hot

spots saturation. A sample of program outcomes that reflect the measurement of the implementation of programming based in the various theories of change includes:

- Increase in cleared cases
- Reduction in civil asset forfeiture
- Improvements in school attendance, employment, social and life skills for youth
- Increased job readiness, employment, and financial literacy in adults
- Decrease in trauma
- Increased use of public space
- Increased use of public benefits
- Decreased blight
- Increase in family bonding and parenting skills

The final two columns represent impact (Figure 8, green columns). The final impact measures traditionally included in evaluation research of this type are individual-level and neighborhood-level crime changes. The most straightforward of these measurements is **reduced crime and violence**. These data are routinely captured by the local criminal justice system outside the CBCR program. However, even this relatively simple metric is plagued with problems. Criminologists know that the majority of crime goes unreported, meaning that most of it is not captured in police incident reports. Additionally, we know that people are more likely to report crimes to the police if they trust the criminal justice system. Many of the CBCR projects targeted police-community relations, which theoretically should increase crime reporting. Therefore, official crime data might mask any program impact.

There are two other metrics that should be considered when evaluating CBCR across sites. **Neighborhood quality of life** has been operationalized in multiple ways including a walkability index, neighborhood satisfaction surveys, housing occupancy and pricing, resident socio-economic and physical health, resident turnover, and neighborhood services, among others (Frank et al., 2010). These metrics may take a long time to change and may be sensitive to demographic trends and external changes in the socio-political environment. **Revitalized neighborhood** has been measured in multiple ways including new/improved housing, increased business presence and earnings, increase in daily visitors, and

resident stability and housing occupancy. The Neighborhood Revitalization Project defines it as the increase in the quality of a neighborhood's (1) educational and developmental, (2) commercial, (3) recreational, (4) physical, and (5) social assets, sustained by local leadership over an extended period (Renger, Passons, & Cimetta, 2003). These domains each require a different approach to data collection and metrics, and by definition, must be measured over a long period of time—far beyond the CBCR project period.

However, we would argue that these outcomes should all support the ultimate goal of a functional criminal justice system—which we conceptualize as an equitable, effective, and accessible legal system, a system that is widely regarded as legitimate, and one that functions seamlessly with other government organizations to support a functional democracy (Robinson, 2002). System-wide metrics of criminal justice system functioning are few and far between, so we do not have any to present at this time. However, we strongly believe that their development will improve the quality of evaluation research and allow researchers to determine which interventions contribute to a more functional system.

There are a variety of research designs that could be employed to evaluate any CBCR site, ranging in rigor. When we talk about research designs, we mean ***what do we compare our treatment with to decide if the CBCR program “worked”?*** The scientific community rates designs from the most rigorous design that is a randomized control trial (RCT) to the least rigorous design that is a case study (Farrington, Gottfredson, Sherman, & Welsh, 2002). Here are the three most rigorous options: (1) RCT. An RCT would require a large number of sites to be randomized. This option would include huge challenges for evaluators. First, they would have to get buy-in from potential grantees for randomization and, second, they would be forced to work with small sample sizes. An RCT is likely infeasible.

The second option would use feasible quasi-experimental methods that would depend on the treatment assignment mechanism and unit of analysis. Such developed methods include propensity score

matching, regression discontinuity design, instrumental variable estimation, and synthetic controls. We believe that synthetic controls are the most feasible for the CBCR program because they were designed to create comparison areas that closely match treatment areas, and have been used specifically to evaluate programs at the neighborhood level (Saunders, Lundberg, Braga, Ridgeway, & Miles, 2015). Essentially, this method uses algorithms to identify a set of census blocks that when weighted and put together, look identical to the target area on a wide array of variables which can include census data, crime data, and anything else the researcher has available on the block-level. A new program called “Microsynth” was recently written that also creates a test distribution and can bootstrap statistical significance values, which was not available before (Robbins, Saunders, & Kilmer, 2017). Third, treatment and control methods, often using ex-post Difference in Differences analysis, can control somewhat for seasonal trends. These methods are still considered to be fairly rigorous designs, but there are still more threats to validity than the quasi-experimental approach.

The next question is about the timing of, or when, different sites should be evaluated, which is a separate issue from selecting the appropriate comparison group. Researchers can either look back at previous CBCR sites and evaluate how well they reduced crime and improved quality of life, or we can observe a program before, during, and after it is implemented to evaluate it. Retrospective designs allow us to study exactly what happened, but they are limited to the data that were collected at that time and require identifying an adequate comparison group after the project has happened. Prospective designs provide an opportunity for researchers to determine what to collect and identify a comparison group before the intervention, but the project might not look exactly like what they were anticipating. There is, therefore, a tradeoff. Retrospective designs could be started immediately; it is a more time-sensitive approach and would give answers where data are available sooner. Prospective designs offer the ability

to be more inclusive with the measures and standardize them across sites, but would like take years to be completed.

The next phase of research options could include both retrospective and prospective design with a variety of comparison groups. The most rigorous of which would be to complete a full replication study of a new set of sites using the same design and comparison groups. There is no reason that this option would preclude a retrospective study of prior sites as well. To maximize what we could learn, this study should follow the framework we discussed in Figure 6 which provides a full set of recommendations for types of metrics, as well as some specific items and scales that reflect CBCRs goals.

IMPLICATIONS FOR CRIMINAL JUSTICE POLICY AND PRACTICE IN THE UNITED STATES

CBCR is one of the largest federal efforts supporting local innovation in both planning and implementation efforts to reduce crime and improve community safety. It is an important funding mechanism that encourages community-based problem solving to address critical issues in a target area. This project is the first attempt to define exactly what constitutes a CBCR program and its successful implementation.

Research on how to effectively implement a complex multi-agency and community-grounded crime prevention initiative is scant. Evaluations of crime prevention programs demonstrate the ubiquity of program implementation challenges and failures, and this study of CBCR sites is no exception. We found variability across sites that can impact implementation including structural differences in government and economic and social climate; organizational capacity in social services, criminal justice systems, and other local partners; neighborhood differences; a variety of implementation strategies including those that target systems environment, organizational, group/learning, supervision, and individuals. These influence implementation outcomes of adoption, acceptability, appropriateness,

fidelity, feasibility, penetration, and sustainability. This larger set of factors should be studied systematically to determine which influences program outcome success.

We witnessed a tension between the local needs of the community and what the federal government viewed as an acceptable CBCR project. While reducing crime or sometimes preventing increases in crime is a concern in most communities, it may not always be the focal concern. That is, many sites focused on issues that were not entirely criminal justice based such as behavioral health, wellness, and trauma. These foci underscore the need to also draw from the non-criminal justice evidence base for appropriate strategies and interventions which, over the long term, may affect crime rates.

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Appendix A

We conducted in-depth process evaluations and evaluability assessments for a total of 12 sites. This appendix presents details about our findings and recommendations.

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Appendix A

PROCESS EVALUATION

INTRODUCTION

The purpose of a process evaluation is to examine the characteristics, activities, and outputs of a program in order to determine if the program was implemented as intended. From there, evaluators can describe the context and implementation process, assess implementation challenges and innovations, and make recommendations about program improvement. For this project, we selected 14 sites for in-depth process evaluations.

METHODS

After careful consultation with the National Institute of Justice (NIJ) and the Bureau of Justice Assistance (BJA), we selected 14 sites for on-site field work. Twelve site visits were completed and two sites declined our request for an on-site visit. Each site visit resulted in a site visit report that includes a project description, process evaluation, evaluability report, and a logic model which are included in this Appendix.

After the site visit list was finalized, we reached out via email to the Points of Contact for each site that BJA provided to us. We tried to schedule visits to the sites whose closing dates had already occurred or were approaching first. We gave sites a choice of several dates and supplied each with an example agenda for guidance. We also provided the sites with informed consent forms via email. We left it up to the sites to coordinate the visit and decide with whom they felt we should meet. The only meetings we discouraged were those with fiscal representatives such as fiscal officers, accountants, or similar individuals. The financial piece of each project was out of the scope of our work and we did not want sites to feel we were there to audit how they spent their money.

On site, we engaged in mostly individual or small group meetings following a semi-structured interview protocol at each meeting. We took notes but did not audio record our meetings. We toured the target area at each site. After each visit, we wrote up a site visit report. We provided each site a draft of the report and allowed time for comments and corrections before submitting the preliminary report to NIJ as required by the grant solicitation (NIJ-2016-9326).

In order to effectively and efficiently code for patterns and themes, site visit reports were imported into the qualitative data analytical software NVivo. Two research assistants began the iterative process of qualitative coding by individually coding each of the site visit reports. Specifically, they identified themes related to strategies, successes, and challenges across all sites. Additionally, the research assistants coded basic classifications, such as the individuals that researchers met with over the course of their visit, how each of the sites' programs aligned with the four CBCR pillars (i.e., data and research, community-oriented, spurs revitalization, and builds partnerships), characteristics of each sites' target area, type of fiscal agent, sustainability of the project, evaluability of the project, as well as information on grant type awarded, completion of the Violence Reduction Assessment Tool (VRAT), and whether or not sites secured new grants,

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received no-cost extensions, or leveraged other existing resources. After individually coding each of the site visit reports, the research assistants met with one another to review their initial coding. When disagreements in coding arose, the research assistants discussed the coding and came to an agreement (Harry, Sturges, & Klingner, 2005).

Several themes regarding project strategies, successes, and challenges emerged from the coding. Each theme was then divided into several subthemes to capture the full breadth of program detail. The six broad themes related to *strategies* included (1) agency coordination, (2) health services, (3) neighborhood stabilization and outreach, (4) place-based strategies, (5) enforcement strategies, and (6) relationship building between community and criminal justice system. Each strategy coded was also mapped to the appropriate CBCR pillar. Seven themes related to *successes* were identified across sites and included (1) decrease in criminal activity, (2) diffusion of programs, (3) engaged community participation, (4) improved community, police, and government relations, (5) improved physical environment, (6) self-report of overall program success, and (7) new tools and programs. Finally, themes related to the *challenges* faced by sites fell into four broad categories, including (1) federal grant management, (2) programming, (3) turnover, and (4) history, climate, and influential events.

RESULTS

Grant Characteristics

To get an overview of the visited sites, we first examined the grant characteristics for each site (see Table A-1). More than half of the sites (55%) were planning and implementation grant awardees with a focus on programming, law enforcement, or social services; while the rest were planning with subsequent implementation grants, planning and implementation grants with a focus on abatement, or 2016 new sites. With the exception of 2016, sites selected for visits were mostly evenly spread across funding years (2013 = 4 sites; 2014 = 3 sites; 2015 = 4 sites; 2016 = 1 site) and had either the city or county governmental agency, an educational institution, or a police department as the fiscal agent. Furthermore, 75% of the visited sites completed the VRAT, more than half of the sites (58%) leveraged other existing resources over the course of their project, received either two or three no-cost extensions, and indicated they will be able to sustain most of their activities once funding has been expended.

An important component of the CBCR/BCJI program involves grant awardees employing strategies or implementing activities that align with the four program pillars (i.e., data and research, community-oriented, spurs revitalization, and builds partnerships). All 12 sites had strategies and/or activities that aligned with the first three pillars, however, only nine of the sites had approaches that directly aligned with the revitalization pillar. When comparing whether sites employed the strategies or implemented the activities that they laid out in their initial implementation plan, we found that over half (58%) of the sites' actions were mostly aligned with their implementation plan, while 33% of sites' actions were only somewhat aligned.

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Table A-1. Grant Characteristics.

Variables	Frequency
<i>Type of Grant</i>	
2016 New	1
Implementation	2
Abatement Focused	2
Planning and Implementation	6
Law Enforcement Focused	2
Programming Focused	3
Social Services Focused	1
Planning with Subsequent Implementation	3
<i>Funding Year</i>	
2013	4
2014	3
2015	4
2016	1
<i>Pillar Alignment</i>	
Data and Research	12
Community-Oriented	12
Spurs Revitalizations	9
Builds Partnerships	9
<i>Implementation Plan Alignment</i>	
Mostly Aligned	7
Somewhat Aligned	4
No Implementation Plan	1
<i>Sustainability</i>	
Most Activities Will Be Sustained	6
Some Activities Will Be Sustained	2
Unclear Whether Any Activities Will Be Sustained	2
No Sustainability Plan in Place	2
<i>Fiscal Agent</i>	
City or County	3
Educational Institution	4
Police Department	2
Other	6
<i>VRAT</i>	
Completed	9
Did Not Complete	3
<i>Received No-Cost Extensions</i>	
One	4
Two	5
Three	1
<i>Leveraged Other Existing Resources</i>	7

Appendix A

Target Area Variables

To better understand the target areas, we coded for a variety of variables that encompassed target area (1) *characteristics*, (2) *crime types*, (3) *demographics*, (4) *size*, (5) *urbanicity*, and (6) *use*. See Table A-2.

- (1) Characteristics.** Seven of the 12 target areas were identified as impoverished areas and five were considered food deserts. Others experienced income disparity, racial disparities, lack of public transportation, or were physically isolated.
- (2) Crime Type.** All of the sites were able to identify particular types of problematic crime and disorder within the target areas. Seven of the sites specifically experienced violent crime, six were characterized by general disorder, and five were specifically plagued by vice crimes such as prostitution or drug dealing. Youth crime and theft or burglary were also mentioned as crime issues faced by some of the target areas.
- (3) Demographics.** Seven of the 12 sites mentioned the demographic makeup of the target areas. Four were predominately or historically black, one was predominately Hispanic, one was predominately Native American, and one was specifically described as racially divided. The five remaining sites did not specify a demographic makeup.
- (4) Size.** The majority of the target areas consisted of a single neighborhood (5 sites) or a group of neighborhoods (5 sites). One target area encompassed an entire group of counties while another consisted only of a single public housing complex.
- (5) Urbanicity.** Most of the target areas exist in urban (9 sites) or suburban (2 sites) settings. Only one of the target areas was situated in a rural area.
- (6) Use.** Eight of the 12 target areas were predominately residential with five including mostly public housing, two including a mixture of homeowners and renters, and only one included mostly renters. The other four target areas were mixed use locations that consisted of businesses, entertainment, and residences.

Table A-2. Target Area

Attribute	Frequency
<i>Characteristics</i>	9
Impoverished Area	7
Income Disparities	1
Racial Disparities	1
Physically Isolated	2
Food Desert	5
Lacks Public Transportation	2
<i>Crime Type</i>	12

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Attribute	Frequency
Theft or Burglary	3
Vice Crimes	5
Violent Crime	7
Juvenile Crime	3
General Disorder	6
<i>Demographics</i>	7
Predominately Hispanic	1
Predominately Native American	1
Predominately (or Historically) Black	4
Racially Mixed	1
<i>Size</i>	12
Group of Counties	1
Group of Neighborhoods	5
Single Neighborhood	5
Public Housing Complex	1
<i>Urbanicity</i>	12
Rural	1
Suburban	2
Urban	9
<i>Use</i>	12
Mixed Business, Entertainment, & Residential	4
Predominately Residential	8
Mixture of Homeowners & Renters	2
Mostly Renters	1
Mostly Public Housing	5

Team Member Engagement

During site visits, we met with various team members and toured the target areas. The research partner and project coordinator were the most engaged as research partners met with us at all 12 sites during the site visits and project coordinators met with us at 11 sites. The site's fiscal agent met with us at eight of the 12 sites and local law enforcement met with us at seven sites. The grant manager from one site joined in on our visit as did the project manager from three sites. Other engaged team members consisted of program committees, coalitions, teams, sub-grantees, partners, and other affiliated persons, see Table A-3.

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Table A-3. Team Member Engagement

Team Member Engagement	Frequency
Fiscal Agent	8
Grant Manager	1
Project Coordinator	11
Project Manager	3
Research Partner	12
Local Law Enforcement	7
Program Committees, Coalitions, and Teams	5
Sub-Grantees, Partners, and Other Affiliated Persons	9

Project Strategies

Several themes and subthemes emerged regarding the strategies that the 12 sites employed as part of their CBCR program. Specifically, there were six broad strategies employed by sites, including (1) *Health Services*, (2) *Agency Coordination*, (3) *Enforcement Strategies*, (4) *Neighborhood Stabilization and Outreach*, (5) *Place-Based Strategies*, and (6) *Relationship Building between the Community and the Criminal Justice System*. Importantly, distinctions within each broad theme were captured with sub-themes to explore the breadth and variation in strategies across sites. Broad themes, as well as examples of subthemes, related to the strategies employed by program sites are discussed in detail, see Table A-4.

- (1) Health Services** captures strategies focused on providing health services and support to community members in need. While the broad strategy of *health services* was employed by eight of the sites, there was variation in the specific types of health services provided. For example, while four sites provided *substance abuse treatment*, five sites provided *mental health treatment and support* to address crime problems in their target areas.
- (2) Agency Coordination** captures strategies in which four sites specifically sought local agencies' cooperation as a means of achieving more efficient and coordinated efforts towards a particular end. For example, one site brought multiple social service providers and agencies together in order to leverage each of the agencies capabilities and decrease the duplication of efforts to better address homelessness in the target area.
- (3) Enforcement Strategies** are those that employ a police effort to better address the enforcement needs in the target area. Four sites relied on enforcement strategies to address crime in the target area. While most of these sites utilized technological advances to aid enforcement, such as the adoption of license-plate readers in officers' vehicles for areas experiencing high rates of theft from motor vehicles, two of the four sites relied on increased patrol or new paths of patrol in the target area.
- (4) Neighborhood Stabilization and Outreach** captures strategies meant to specifically engage neighborhood residents and create a more stable community. Eleven of the 12 sites

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employed this broader strategy in a variety of ways. A majority of these sites focused on *youth engagement and development*, such as after-school services that promote supervision and healthy productivity and *personal empowerment resources*, which includes reinvigorating homeowners' associations or providing interpersonal communication courses that are meant to empower and improve the lives of community members. Two other strategies employed by 67% of the all 12 sites were *community-oriented or crime-related*, which differentiate those outreach efforts (community events, community groups, community surveys, etc.) that were specifically aimed at crime information and reduction from those that were purely community-building oriented. Finally, seven of the 12 sites that employed this broader strategy focused on *professional development*, such as programs that assist community members in job placement or job preparation, while only two of the sites focused on *restorative justice* (e.g., programs aimed at intervening in and alleviating conflicts between community members to avoid the need for formal criminal justice system intervention).

- (5) Place-Based Strategies** encompasses all strategies that were community-specific and aimed at altering physical aspects of the target area in order to improve appearance or functionality. Eight sites employed this strategy in variety of ways. For example, most of the sites focused primarily on *blight removal and CPTED* (e.g., renovating buildings or the destruction of abandoned properties, as well as other physical improvements like increased lighting). Other specific ways that sites employed place-based strategies was through *creative placemaking* (e.g., utilizes an artistic element for beautification efforts), by *providing housing*, and by *providing transportation* to community residents.
- (6) Relationship Building between the Community and Criminal Justice System** captures strategies that are aimed at mending or improving trust and relations between target area residents and law enforcement or other criminal justice agencies. This strategy includes programs and events that emphasize non-enforcement related interactions between criminal justice actors and community members and was employed by all 12 sites. Some examples of this strategy include, hosting family events where children could read or play games with law enforcement officers and by strengthening relationships with other agencies through the employment of victim advocates or the use of non-traditional court processing focused on local needs.

Table A-4. Project Strategies.

Strategies	Frequency
<i>Agency Coordination</i>	4
<i>Health Services</i>	8
Mental Health Support	5
Substance Abuse Treatment and Support	4
<i>Neighborhood Stabilization and Outreach</i>	11
Community-Oriented	8
Crime-Related	8
Personal Empowerment Resources	9

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Strategies	Frequency
Professional Development	7
Restorative Justice	2
Youth Engagement and Development	10
<i>Place-Based Strategies</i>	8
Blight Removal and CPTED	7
Creative Placemaking	3
Provide Housing	1
Provide Transportation	1
<i>Enforcement Strategies</i>	4
Increased Officer Presence	2
<i>Relationship Building Between Community and Criminal Justice System</i>	12

Mapping Strategies to Pillars

The broader strategies were also mapped according to their alignment with the CBCR pillars (i.e., Data and Research, Community-Oriented, Builds Partnerships, and Spurs Revitalization) (see Table A-5). Twelve percent of the broader themed strategies mapped to the *Data and Research* pillar and included activities for which sites utilized data to understand a specific phenomenon, identify a target area or specific problem, or employ a specific program. A vast majority of the activities that aligned with the Data and Research pillar were Neighborhood Stabilization and Outreach strategies. One example of the type of activities this involved is a site that created a 12-member participatory action research (PAR) team that helped conduct surveys and gather input and data from community meetings to assess the target area community’s needs. They also presented the work and analyses from other data sources to the community through “data tours” that helped better inform the community.

A majority (37%) of the broader strategies aligned with the *Community-Oriented* pillar and centered on community concerns and needs. Additionally, strategies that promoted community outreach, engagement, or relationship-building were aligned with this pillar. The two most common types of strategies that aligned with this pillar were Relationship Building between the Community and the Criminal Justice System and Neighborhood Stabilization and Outreach. An example of a relationship building strategy that aligned with the Community-Oriented pillar includes a site that had a neighborhood prosecutor work with local police and residents to identify the community’s specific needs and help focus the District Attorney’s efforts on residents’ most pressing public safety issues. The prosecutor even personally handled some cases that were of particular significance to the target area community, improving trust between residents and the criminal justice system. An example of a Neighborhood Stabilization and Outreach strategy that aligned with the Community-Oriented pillar is a site that identified community concerns through the use of focus groups and held numerous events aimed at building resident capacity and community stability. The events were tailored to the community’s

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specific needs and convened across the target area’s six neighborhoods to ensure residents across the entire target area had the opportunity to attend.

Strategies aimed at improving the physical space and use of the target area were mapped to the *Spurs Revitalization* pillar. In total, 17% of strategies aligned with the *Spurs Revitalization* pillar. The most common strategy was a Place-Based Strategy which included specific activities such as partnering with the youth to paint murals in the target communities and implementing programs with a legal clinic, which provided blight education workshops as well as a blight hotline that residents could call to notify staff of home addresses that were eyesores. The second most common types of strategies that aligned with the *Spurs Revitalization* pillar were Enforcement Strategies. These activities specifically focused on revitalizing neighborhoods through crime prevention tactics enforced by local police departments. For example, law enforcement at one site utilized a variety of mechanisms to reduce crime and revitalize the neighborhood, including coordinating with businesses, installing cameras in public spaces, using license plate readers, engaging the drug task force, and leveraging code enforcement.

Finally, 34% of strategies were mapped to the *Builds Partnerships* pillar. These strategies included those that coordinated partnerships between agencies, organizations, or individuals within different agencies and organizations. Partnerships could be formal or informal, but all included a relationship between groups that did not exist in full or to such an extent prior to receiving CBCR grant funding. The most common types of strategies that aligned with the *Builds Relationships* pillar were Neighborhood Stabilization and Outreach. For example, to address a high concentration of juvenile offenders, one site implemented the Youth Empowerment Solutions (YES) program, which provided youth development activities during the summer and after-school hours with the help of partnerships with teachers, educators, artists, and others. Relationship Building between the Community and Criminal Justice System was the second most common type of strategy that aligned with the *Builds Partnerships* pillar. An example of this type of strategy is one site’s use of neighborhood police officers (NPOs) whose job it was to engage community residents and refer residents to services, while also meeting monthly with the partnered project manager to discuss police incident reports in the target area.

Table A-5. Mapping Strategies to Pillars

Strategies	Data and Research	Community Oriented	Spurs Revitalization	Builds Partnerships
Agency Coordination	0	3	2	4
Health Services	1	6	0	7
Neighborhood Stabilization and Outreach	7	11	3	10
Place-based Strategies	2	6	8	5
Relationship Building Between Community and Criminal Justice System	2	11	1	8

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Strategies	Data and Research	Community Oriented	Spurs Revitalization	Builds Partnerships
Enforcement Strategies	1	2	4	2

Challenges

The challenges faced by sites can be grouped into several distinct categories. The first and most frequent set of challenges related to *federal grant management*. Most commonly, sites experienced logistical delays related to either federal bureaucracy or local bureaucracy. It was not uncommon for sites to experience a lack of communication from BJA specifically citing unanswered emails and phone calls. Similarly, sites were frustrated at the local level with the difficulty in setting up the grant award. Local procurement requirements proved burdensome as did the need for the grant budget to be approved by the local city/county council, and created similar delays that were out of the control of the site. Several sites had difficulty gaining approval of their implementation plans, submitting revised versions multiple times and then subsequently waiting a long time to receive feedback or for funding release once the plan was approved.

While some delays simply proved frustrating, many sites were able to speak to tangible effects such as a loss of momentum, loss of both funded and unfunded partners, hiring then laying off grant funded employees, and at least two sites had to stop project operations completely until their funding was released. Two sites returned the remaining funds rather than continue. Many requests for no-cost extensions resulted from bureaucratic delays.

The other important challenge to note relates to the federal restriction that prohibits grantees from using federal funds to purchase food. Many sites saw this restriction as a lack of cultural sensitivity—communities are built around food or “breaking bread.” One site recalled rumors of embezzlement that were spreading among community members. They simply could not believe that project leaders were unable to buy food and were convinced the money was instead being used to ‘line someone’s pockets.’

The second set of challenges related to *history, climate, or influential events* that were, for the most part, out of the site’s control. Many of the target areas were located in historically disadvantaged neighborhoods where community members are often skeptical of government programs and see many programs that promise change without follow through. They are commonly told what they need—having things done to them instead of with them. Sites had to work hard to build trust in these communities. Several sites experienced natural disasters like hurricanes and flooding that basically halted program activities. There were also sites that experienced high profile police action shootings or deaths in or near their target area that affected partner relationships and program activities.

Many sites mentioned *personnel turnover* as an issue—turnover at the agency/partner level as well as in the political realm. At the highest level, the federal government changed administration in January 2017 which sites noted changed some of the project priorities as related by BJA. Local elections also created changes for sites including new Mayors and Chiefs of Police. Project

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coordinator turnover proved the most challenging although any change in a key partner proved disruptive.

Finally, we grouped one final set of challenges as *programmatic*. For some sites, it did not seem that they had the capacity to implement what they set out to do for a variety of reasons. That is, some sort of organizational component was lacking, sometimes due to poor program oversight or other issues simply inherent to the location, see Table A-6.

Table A-6. Challenges.

Challenges	Frequency
<i>Federal Grant Management</i>	12
Bureaucratic Logistics	10
Lack of Communication	7
Delays	11
Result of Funding Delays	8
Result of Multiple Revisions	5
Result of Scope Change Request	1
Resulted in Loss of Momentum or Partners	6
Resulted in a Need for an Extension	4
Resulted in Periods of Ceasing Operations	4
Federal Restrictions & Cultural Misunderstandings	8
<i>History, Climate, or Influential Events</i>	7
Natural Disasters	2
History & Climate	7
Geographic or Symbolic Barriers	1
High-Profile Shootings and Deaths	3
<i>Programmatic</i>	7
Capacity	5
Program Oversight	3
Lack of Cultural Competence At Ground Level	3
Questionable Decision-Making	1
Saturation or Fatigue	1
<i>Personnel Turnover</i>	10
Directly Related to Project	7
Political Representative	7

Successes

All successes noted here were reported to us by the sites and we did not review or verify them through data. Overall, five of the 12 sites we visited expressed to us that they considered their

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CBCR project a success. Sites most commonly reported that they were successful in engaging the community and with community participation in the CBCR project. Sites also reported a diffusion of programs, meaning that agencies and groups outside their partnerships used or adapted their programs for their own use. A few sites created news tools or programs, and saw some improvement in the physical environment and decreases in criminal activity, see Table A-7.

Table A-7. Successes

Successes	Frequency
Decrease in Criminal Activity	4
Diffusion of Programs	5
Improved Community, Police, and Government Relations	4
New Tools and Programs	2
Self-Report of Overall Success	5
Engaged Community Participation	11
Engaged Community Partners	7
Engaged Community Residents	5
Improved Physical Environment	4
Blight Reduction	4
Decrease in Homelessness	1

EVALUABILITY

Our project included an assessment of each site’s ability to be evaluated using a rigorous design. That is, we assessed the extent to which a program could be evaluated in a credible and reliable way. This assessment included a review of program documents, their information systems and data availability, interviews with key stakeholders, direct program observation, and mapping out the program metrics. In the following sections, we will outline the necessary components for an evaluation (adequately specified theory of change, well defined program activities, implementation measures, and anticipated outcomes and impacts). We will describe the current data availability to support evaluations by site and present the retrospective and prospective design approach options. This section presents a summary of our findings, concluding with recommendations for evaluation designs by site. The raw data supporting these recommendations are also included in this appendix.

Evaluating CBCR’s impact on the community is extremely difficult because it is operationalized and implemented differently across context. It should be noted that the majority of this section examines whether the sites that we studied could be evaluated separately—but it does not describe an overall approach to evaluating CBCR as a whole. Evaluating CBCR sites together represents an evaluation challenge—it is not a real “program” in the sense that it is not a proscribed set of services. It would be more accurately described as a funding mechanism that requires sites to engage in a formalized process to complete a needs and asset assessment, and work with the community to select the right programs to address their needs, see Figure A-1.

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To look across the site-specific evaluations, we started by building a framework from which we can standardize metrics to look across various intervention strategies using concepts drawing from the Implementation Science literature. Following this framework will help us pinpoint the problems and come up with solutions. We would argue that this method should guide all evaluations. It has been very useful for other fields to understand moving from efficacy trials to full scale. Figure A-1 displays the full framework, subsequent figures will display the Process and Outcomes sections in greater detail.

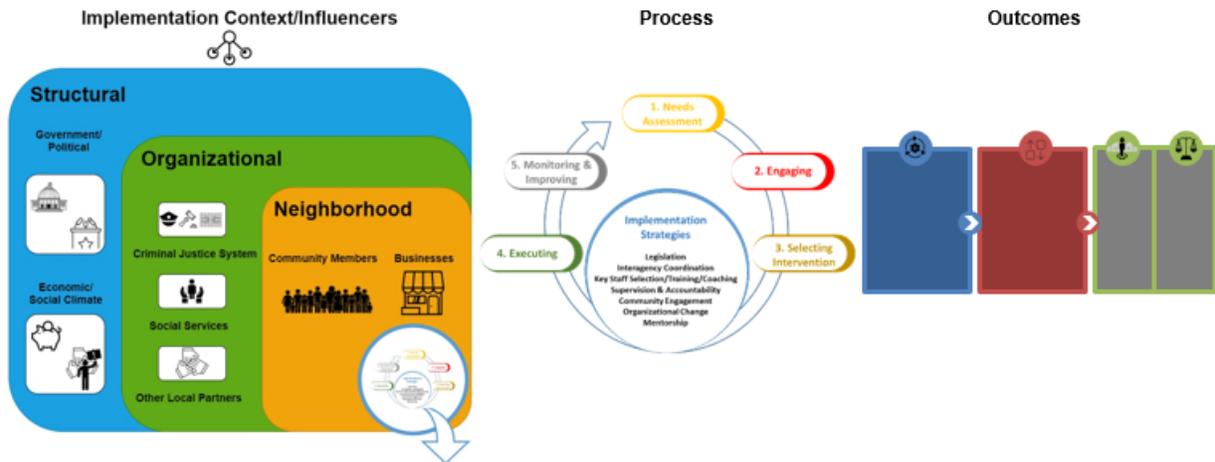


Figure A-1. Implementation Science Framework for a generic crime intervention

First, the local context in which a program is implemented is very important and should guide the intervention selected. It may be that there are certain elements that must be in place for an intervention to be successful. Context and influencers are nested within structural, organizational, and neighborhood settings. We need to collect this information for each site. For example, we collected information that included the overlap between target areas and other large federal programs and the types of partners involved in the project. From a structural standpoint, we found that over half of them had one or more other large-scale revitalization efforts occurring concurrently. Within organizational context, was a large range of the types and numbers of partners who regularly participated in the CBCR project (e.g., between 0-4 agencies in the education sector, between 0-10 different community agencies, and 0-5 local government partners), which likely exerts a large influence on the CBCR project. There was also a wide variation in the target neighborhoods themselves in terms of their community members and the assets and challenges within each.

Figure A-2 displays the detailed process of conducting a needs assessment through implementing an intervention, which is required with CBCR participation. One aspect that previous research on EPBs has not considered is all the different ways to implement change, that range from high level legislation (e.g., the use of risk assessment instruments in making parole decisions), to training staff in program specifics. CBCR sites used a variety of strategies including intra-agency coordination, training, data systems, supervision and accountability, and community engagement, to name just a few. As these strategies are not generally captured or coded in

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evaluation research we have no data on which, if any, of these approaches is more likely to improve implementation fidelity.

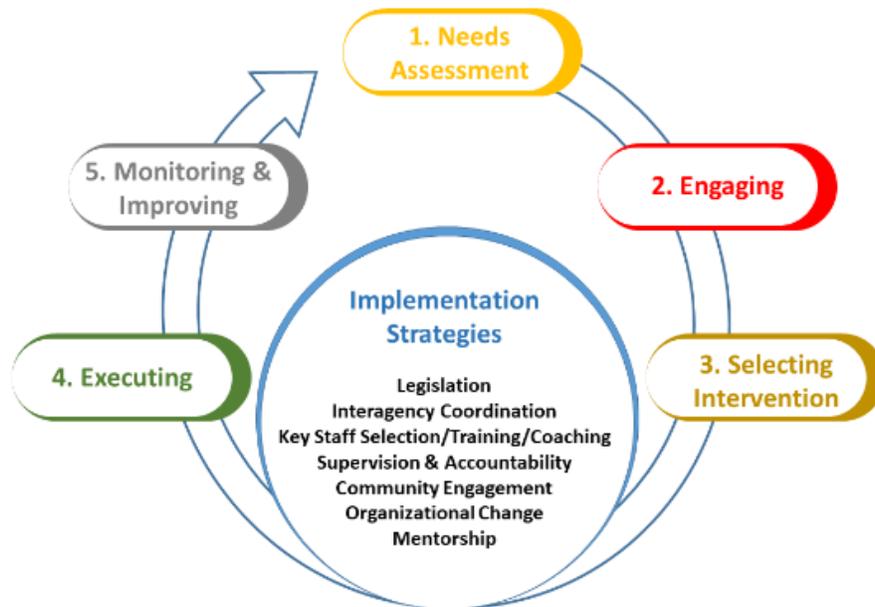


Figure A-2. Process (detail)

The next step, measuring EBPs consistently to allow comparisons across evaluations, offers is the most challenging piece of the puzzle. This is because most crime intervention evaluations do not include implementation outcomes or intervention-specific outcomes, but rather skip directly to individual or neighborhood outcomes, which misses the mechanisms that we believe to be driving the change. And rarely does an intervention evaluation extend its measurement into overall organizational or system-wide changes.

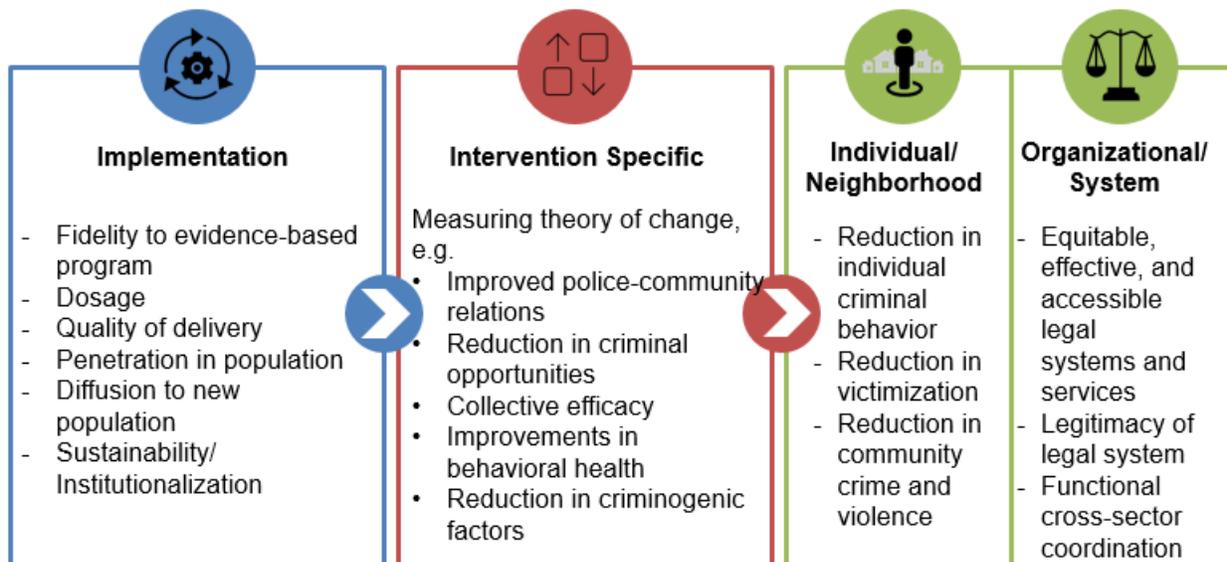


Figure A-3. Outcomes (detail)

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In order to start learning across individual program evaluations, we need to begin tracing the actual implementation of any intervention (Figure A-3, blue column) to understand if it was executed as intended and whether there was sufficient quality and dosage. This step is what many researchers refer to as the “black box” of implementation—and by skipping this step, we lose the opportunity to understand why an intervention does or does not reach its intended outcomes. These metrics will necessarily differ across sites, as they should measure how well a site implements their specific programs.

EVALUATING PLACE-BASED INITIATIVES

CBCR is a place-based intervention. Geographic focused interventions have a relatively long history in criminal justice evaluation research.¹ Sherman and Weisburd (1995), for example, found that 3.5% of addresses in Minneapolis, Minnesota were responsible for 50% of all calls for police service (Sherman, Buerger, Gartin, Dell’Erba, & Doi, 1989). More recently Weisburd, Bushway, Lum, and Yang (2004) found notable stability in crime hot spots in Seattle. Many police departments are taking advantage of the geographic distribution of crime by employing techniques such as hot spots mapping in order to allocate mobile resources most appropriately or deploy tactical units (e.g., vice units, robbery and violent crime prevention units, etc.). Randomized controlled trials of hot spots policing have found that this approach is effective in reducing and preventing crime, with little evidence that crime is displaced significantly to other areas (Braga, 2005; Eck & Guerette, 2012; National Research Council, 2004; Saunders, Lundberg, Braga, Ridgeway, & Miles, 2015).

The units of analysis in these studies were “hot spots” (analogous to CBCR’s target area) or places with high criminal activity, which range from “a neighborhood” or a “community” to a very small location, such as an apartment building or street corner. For example, the Kansas City Crack House Raid (Sherman & Weisburd, 1995) defined a hot spot as blocks that had at least five calls for service in the preceding month while the Minneapolis Repeat Complaint Address Policing (RECAP) experiment (Sherman et al., 1989) defined a hot spot by ranking high-volume addresses based on citizen calls for service (for a review of hot spots definitions, see Braga, 2005). Sherman and Weisburd (1995) propose that measuring effectiveness at the “hot spot” level is the more appropriate unit of analysis than police beat or neighborhood since these interventions are targeting a small geographic location within (and sometimes between) police beats. In any case, a clear definition of the unit of analysis is essential for both strategy implementation and evaluation of its effectiveness at reducing crime. Crime forecasting, or predicting where crimes may occur in the future, is relatively new and has been evaluated using a similar framework. Studies have compared predicted crime with the actual crime reported in a geographic area, usually defined by a specific geographic unit of analysis (Bowers, Johnson, & Pease, 2004; Chainey, Tompson, & Uhlig, 2008; Gorr & Olligschlaeger, 2002; Groff & La Vigne, 2002).

¹ Parts of this section are heavily borrowed from Saunders, J., Lundberg, R., Braga, A. A., Ridgeway, G., & Miles, J. (2015). A synthetic control approach to evaluating place-based crime interventions. *Journal of Quantitative Criminology*, 31(3), 413-434. doi:10.1007/s10940-014-9226-5

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Geographic-focused evaluations generally use crime incident reports, arrest data (Braga et al., 1999), calls for service (Braga et al., 1999; Sherman et al., 1989; Sherman & Rogan, 1995; Weisburd & Green, 1995), and signs of neighborhood disorder (Braga et al., 1999; Sherman & Weisburd, 1995). Braga (2001) suggested that appropriate measures include crime incident reports, calls for emergency services, arrest data, as well as surveys, interviews and systematic observations of physical and social changes by place. Evaluations sometimes include measures of crime displacement into other geographical areas because this unintended consequence is a large policy concern (Braga, 2001; Braga et al., 1999; Weisburd & Green, 1995). Process measures are also vital to understanding program outcomes, and records such as police logs and dispatch records help capture program implementation, fidelity, and dosage on outcomes.

A variety of statistical models have been used to examine the effects of geographically-focused interventions. Some of the first studies conducted in the mid-1970s that examined patrol- and beat-level crime reduction strategies generally suffered from an insufficient number of observation units to generate reasonable statistical power to determine the effectiveness of these strategies (Freiman, Chalmers, Smith Jr, & Kuebler, 1978; Sherman, 1986; Sherman & Weisburd, 1995; Zimring, 1978). The major problem is that frequency of crime is low in most areas (this problem is related to the appropriate measurement unit), the number of citizens needed for reliable victimization survey is quite high, and the number of communities included in community-level tests is typically not large enough to perform analysis at multiple levels necessary to differentiate between program and general community-level effects.

A few randomized experiments have looked at “hot spots” policing by comparing crime between experimental and control areas before and after the intervention period (Minneapolis RECAP and Hot Spots, Jersey City DMA and POP at Violent Places, and Kansas City Crack House Raids), but even these studies suffer from a relatively small number of observational units, making it difficult to generate larger inferences on program effects. And, most studies do not involve rigorous experimental designs and utilize more complicated statistical models to adjust for differences between target areas and comparison areas, including time series models (ARIMA) and propensity-score matching procedures (e.g., Boyle Heights, [Sarteschi, Vaughn, & Kim]). Other statistical methods have been used in the emerging field of geographic crime prediction. Gorr and Olligschlaeger (2002) recommend that researchers employ a horizon experimental design when evaluating crime forecasts, compare simple to advanced methods, and create accuracy threshold decisions with which to evaluate models.

Ideally, place-based police interventions should be evaluated using randomized controlled trials (see, for example, Weisburd & Gill, 2014). However, randomized experiments require considerable a priori planning that is often not possible in many police departments (Braga & Weisburd, 2010).

Recent methodological developments, fortunately, can be opportunistically applied to conduct rigorous ex-post-facto evaluation designs of place-based police interventions (see, for example, Braga, Hureau, & Papachristos, 2011). When elements of randomization through experimental manipulation or variation in the natural environment are not feasible, other quasi-experimental

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methods have been used successfully to reduce confounds. For interventions confined to limited and well-defined geographic areas, interrupted time series and difference-in-difference methods, in conjunction with neighboring control neighborhoods, can be useful to remove many, but not all threats to validity. These methods have been used to evaluate gang injunctions (Grogger, 2002), combined with propensity score matching to evaluate focused deterrence programs (Corsaro, Hunt, Hipple, & McGarrell, 2012), and used to assess whether business improvement districts reduce crime (MacDonald, Golinelli, Stokes, & Bluthenthal, 2010).

There are many challenges when developing rigorous ex-post-facto evaluations of place-based policing interventions (for a discussion, see Braga et al., 2011). Comparing a high crime area to the entire city can be problematic—as a city will largely contain lower crime areas with a few higher crime areas, significant decreases in crime may be obscured when averaging across the entire city. An alternative to using the entire city is to use a selected neighborhood that is arguably similar in some way. Often, the comparison neighborhood is selected because of its geographic proximity to the intervention neighborhood, the adjacent neighborhood, but this can also be problematic. In practice, the adjoining areas can sometimes be different from the target areas in meaningful ways. Partly this is by design, as the target areas are selected for their crime density.

The synthetic control method of retrospectively evaluating place-based programs can potentially add a new and flexible rigorous quasi-experimental evaluation technique to criminologists' (or any social scientists') methodological toolbox. Abadie and colleagues developed a comparative case study method that creates a “synthetic” control where traditional regression methods are not sufficient to control for differences in treatment and comparison sites (Abadie, Diamond, & Hainmueller, 2010; Abadie & Gardeazabal, 2003). They use a data-driven approach to selectively weight candidate comparison areas using observed characteristics so that the weighted collection of comparison areas have features that match those of the treatment group's features. The main advantage of this method over those used previously is that the weights allow for greater flexibility than simply inclusion or exclusion of candidate comparison areas. Comparison areas that closely resemble the treatment area can have large weights. If the treatment area has some special features, such as a high rate of auto theft or a unique demographic composition, comparison areas that share those features can receive more weight, enough weight, to align with the treatment area.

Using this method, researchers can report the relative contribution of each comparison unit and test how similar (or different) the intervention and synthetic control groups are to understand how other variables may be biasing effect size estimates. Of course, as with any statistical method to overcome the bias introduced with non-comparable comparison units, the matching is only as good as the data on which it is based, which means that the selection of the variables that go into the model must be defensible.

A ranking of evaluation designs called the Maryland Scientific Methods Scale (SMS), summarizes rigor on a five-point scale. The majority of best practices clearinghouses require multiple studies that meet at least a four on the SMS to be considered evidence-based (although the criteria vary

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depending on the clearinghouse). We only recommend studies that meet a minimum of a three on this scale.

Table A-8. Maryland Scientific Methods Scale

Level	Definition
5	Reserved for research designs that involve explicit randomization into treatment and control groups, with Randomized Control Trials (RCTs) providing the definitive example. Extensive evidence provided on comparability of treatment and control groups, showing no significant differences in terms of levels or trends. Control variables may be used to adjust for treatment and control group differences, but this adjustment should not have a large impact on the main results. Attention paid to problems of selective attrition from randomly assigned groups, which is shown to be of negligible importance. There should be limited or, ideally, no occurrence of 'contamination' of the control group with the treatment.
4	Quasi-randomness in treatment is exploited, so that it can be credibly held that treatment and control groups differ only in their exposure to the random allocation of treatment. This often entails the use of an instrument or discontinuity in treatment, the suitability of which should be adequately demonstrated and defended.
3	Comparison of outcomes in treated group after an intervention, with outcomes in the treated group before the intervention, and a comparison group used to provide a counterfactual (e.g. difference in difference). Justification given to choice of comparator group that is argued to be similar to the treatment group. Evidence presented on comparability of treatment and control groups. Techniques such as regression and (propensity score matching may be used to adjust for difference between treated and untreated groups, but there are likely to be important unobserved differences remaining.
2	Use of adequate control variables and either (a) a cross-sectional comparison of treated groups with untreated groups, or (b) a before-and-after comparison of treated group, without an untreated comparison group. In (a), control variables or matching techniques used to account for cross-sectional differences between treated and controls groups. In (b), control variables are used to account for before-and-after changes in macro level factors.
1	Either (a) a cross-sectional comparison of treated groups with untreated groups, or (b) a before-and-after comparison of treated group, without an untreated comparison group. No use of control variables in statistical analysis to adjust for differences between treated and untreated groups or periods.

Table Source: <https://whatworksgrowth.org/resources/the-scientific-maryland-scale/>

METHODOLOGY

A previous NIJ project examining the evaluability of several different types of criminal justice programs (e.g., community-based coordinated efforts to reduce crime in targeted areas, prevention of juvenile delinquency among high-risk youth, curriculum-based program targeting specific populations) noted six key evaluability assessment questions that are appropriate for community-based, coordinated efforts to reduce crime such as CBCR, and will help guide site selection as well:

- Is the intervention modeled after evidenced-informed or evidenced-based practice?
- What is the problem being addressed?
- Is change expected at multiple levels?

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- Are the necessary partners involved to effect change?
- Are we able to isolate the impact of the intervention?
- Is there a logical link between program activities and public-safety outcomes?

The first step in the evaluability assessment was the initial document review. Four questions guided the document review: (1) Are program components stable or still evolving? (2) Are there logical and plausible connections between the program’s activities and outcomes? (3) Are there enough cases or sample sizes to allow for robust conclusions? (4) Is it possible to isolate the program’s effects from other programs operating in the community? Document reviews revealed that the way project activities, implementation, and outcomes are captured in the proposals and Performance Management Tool (PMT) was insufficient to define or understand the project activities or outcomes for evaluation purposes.

During site visits, researchers examined the sites ability to support an evaluation through four tasks. First, researchers observed actual program activities when the site was still active. We also conducted a secondary document review and examined available data records. We gauged program stakeholder support of an evaluation, as well as examined any recent or ongoing local evaluations that had been conducted by the site research partner. We then outlined evaluation feasibility and potential for a successfully implemented scientifically rigorous design by site.

When assessing evaluability, it was important to pay particular attention to the ability of the site to support an evaluation as evidenced by observing actual program activities and target population feedback through a site visit. Equally important was examining data records and assessing program stakeholder support, as well as looking at recent or ongoing local evaluations being conducted by the site research partner.

Table A-9. Evaluability Obstacles and Indicators.

Obstacles to Evaluability	Indicators of Evaluability
Inability to identify public safety outcomes.	Clearly identified public safety outcomes.
No logical link between program activities and/or target population to program goals.	Logical link between program goals, observed activities, target population needs, and expected or observed outcomes.
Small sample sizes.	Sufficient sample sizes and appropriate comparison groups.
Inadequate data sources, particularly to measure public safety outcomes and cost-benefit.	Data collection is an integral part of program activities.
Prior research is substantial and strong in the area.	Uses an empirically-supported intervention in an innovative way.
Not planning for evaluation or planning post-hoc; not planning for evaluation from the beginning.	Already planning or completed an outcome evaluation.
Lack of full program implementation.	Program appears to be fully implemented.
Program staff are reluctant to support an evaluation.	Program staff understand what will be involved in an outcome evaluation and are willing to support one.

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Obstacles to Evaluability	Indicators of Evaluability
Large number of confounding variables that need to be identified and measured.	Ability to conduct strong quasi-experimental or experimental design with randomization

When conducting our evaluability assessment, we first constructed project logic models for each site, mapping their program activities to the underlying theory of change, implementation measures, and finally anticipated outcomes and program impact. We showed these to each site, ensuring that we had appropriately captured their project.

Using these roadmaps, we conducted an assessment of how each site could be evaluated, examining two main methodological strategies—a retrospective evaluation of their current program implementation, or a prospective evaluation of either their currently planned program or a replication of their program (depending on where each site was in their implementation). Many methods exist to deal with forward-looking, future-oriented questions. Collectively, they are referred to as prospective methods to distinguish them from approaches designed to answer questions about what is happening now or what has happened in the past—that is, retrospective methods. We based our recommendations on our own judgement and experience as program evaluators.

DATA AVAILABILITY

We assessed data availability through a series of interviews with site liaisons and research partners. Each site had access to and collected different types of data. These data did not necessarily map on to their intended programs nor could they be used to trace progress (e.g., project implementation, outcomes, or impact). Sites did not or rarely collected data from areas outside the target, so there was not comparable data from potential comparison sites—although some of this could be collected post-hoc if it was being captured by another source (e.g., geographically-coded crime incidents and calls-for-service). Some of the more common types of data are included in table A-10.

Table A-10. Commonly collected data by site

Site	Crime	Disorder	Resident Survey
Baton Rouge	✓	✓	✓
Berea			✓
Denver	✓	✓	✓
Flint	✓	✓	✓
Minneapolis (Little Earth)	✓		✓
Madison	✓		
Rockdale County	✓		
St. Louis	✓	✓	✓
San Francisco			✓
Tampa	✓	✓	✓

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Site	Crime	Disorder	Resident Survey
West Albany	✓		✓
West Baltimore	✓		✓

PROGRAM MODELS AND METRICS

Theory of Change

Sites were not generally adept at articulating the theory of change upon which their different program activities were based, but they were good at describing why they believed the different activities would address CBCR's goals of crime reduction and neighborhood revitalization. Therefore, the research team described the theories of change supplied in the logic models, but they were reviewed and approved by each site point of contact.

According to our analysis, the following theories of change were the most common across the projects:

- Broken windows
- Hot spot saturation
- Improving police-community relations
- Improving neighborhood conditions
- Youth empowerment
- Social cohesion/collective efficacy
- Cultural responsiveness/Trauma-informed services
- Addressing unmet behavioral health needs
- Multigenerational bonding

Intervention/Project Activity Metrics

Each site was well versed in their program activities and could provide sufficient details for proper categorization. As described in the previous section, the activities fell into the following categories:

1. Agency Coordination
2. Health Services
3. Neighborhood Stabilization and Outreach
4. Place-based strategies
5. Relationship Building Between Community and Criminal Justice System
6. Enforcement Strategies

One of the largest challenges in this area is specifying which program activities are "CBCR" verses programs that are supported by other funding mechanisms. By design, CBCR grantees are

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encouraged to leverage funding from other sources or use CBCR funding to bolster other initiatives with similar goals.

We could not capture all the other grants that might overlap with CBCR, but there were a few that came up multiple times. The majority of the sites participated in one, or more, of these programs that overlapped with CBCR, see Table A-11.

The Promise Zone Initiative is an Obama Administration initiative that designated a set of high poverty communities to partner with the federal government to address multiple community revitalization challenges. Each community received an opportunity to work with AmeriCorps VISTA members, a federal liaison, and received preference for certain competitive federal grants and technical assistance, tax incentives. The designation lasts for a term of ten years.

Promise Neighborhood provides funding to support eligible entities, including (1) nonprofit organizations, which may include faith-based nonprofit organizations, (2) institutions of higher education, and (3) Indian tribes. The vision of the program is that all children and youth growing up in Promise Neighborhoods have access to great schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and a career. The purpose of Promise Neighborhoods is to significantly improve the educational and developmental outcomes of children and youth in our most distressed communities, and to transform those communities

Choice Neighborhood supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police, business owners, nonprofits, and private developers, come together to create and implement a plan that transforms distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program is designed to catalyze critical improvements in neighborhood assets, including vacant property, housing, services and schools

Building Neighborhood Capacity Program helps low-income neighborhoods build the infrastructure and access the resources needed to ensure residents and families experience better results around education, employment, safety, housing and other key areas. Established in 2011, as part of the federal Neighborhood Revitalization Initiative (NRI), BNCP continues to grow while catalyzing community-driven change in neighborhoods that have historically faced barriers to revitalization.

Table A-11. Other Federal Programs Overlapping with CBCR/BCJI by Site

Site	Promise Zone	Promise Neighborhood	Choice Neighborhood	Building Neighborhood Capacity Program
Baton Rouge			✓	
Berea	✓	✓		

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Site	Promise Zone	Promise Neighborhood	Choice Neighborhood	Building Neighborhood Capacity Program
Denver			✓	
Flint			✓	✓
Minneapolis (Little Earth)	✓	✓		
Madison				
Rockdale County				
St. Louis	✓		✓	
San Francisco		✓	✓	
Tampa			✓	
West Albany				
West Baltimore		✓	✓	

Table note: Data on other federal initiatives and grants provided by Bureau of Justice Assistance

Implementation Measures

Sites generally tracked their activities, including number of events/programs, number of program participants/people served, number and type of physical changes, and number of hours of treatment. These metrics are relatively straightforward to capture in data management systems. Only one site discussed struggling with obtaining these metrics from their subgrantees who were not used to reporting their activities.

Program Outcomes

Many program outcomes are notably absent (depending on programs), perhaps because they are difficult and expensive to collect. These measures are relatively difficult to obtain as they are not all routinely collected by government agencies. These metrics are very important to collect because they not only provide evidence about the effectiveness of discrete approaches/programs/services, but they can also help pinpoint why the desired program impact did or did not occur. The following metrics were the most common across the sites we visited:

- Improvements in police-community relations
- Increase in cases cleared by policy
- Reduction in civil asset forfeiture
- Improvements in school attendance, employment, social and life skills for youth
- Increased job readiness, employment, and financial literacy in adults
- Decrease in trauma
- Prosocial bonding and leadership skills
- Increased use of public space
- Increased use of public benefits
- Increased resilience (both neighborhood and individual)
- Decreased blight

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- Feelings of safety
- Increase in emotional intelligence
- Increase in family bonding and parenting skills

Measures of Impact

Program impact was not quantified at each site, although many key stakeholders reported that the project “worked.” Program impact would likely take much longer than the project period to manifest. Program impacts are also challenging to collect and interpret.

The most straightforward of these measurements is **reduced crime and violence**. These data are routinely captured by the local criminal justice system outside the CBCR program. However, even this relatively simple metric is plagued with problems. Criminologists know that the majority of crime goes unreported, meaning that most of it is not captured in police reports. Additionally, we know that people are more likely to report crimes to the police if they trust the criminal justice system. Many of the CBCR projects targeted police-community relations, which theoretically should increase crime reporting. Therefore, official crime data might mask any program impact.

Neighborhood quality of life has been operationalized in multiple ways including walkability index, neighborhood satisfaction surveys, housing occupancy and pricing, resident socio-economic and physical health, resident turnover, and neighborhood services, among others. These metrics may take a long time to change and be sensitive to demographic trends and external changes in the socio-political environment.

Revitalized neighborhood has been measured in multiple ways including new/improved housing, increased business presence and earnings, increase in daily visitors, and resident stability and housing occupancy. The Neighborhood Revitalization Project defines it as the increase in the quality of a neighborhood’s (1) educational and developmental, (2) commercial, (3) recreational, (4) physical, and (5) social assets, sustained by local leadership over an extended period. These domains each require a different approach to data collection and metrics, and by definition, must be measured over a long period of time—far beyond the CBCR project period.

RESEARCH DESIGNS

For this set of sites, some of whom have completed their projects and some who have not yet started, we recommend considering two types of evaluation frameworks, both following the logic models and including the metrics specified in the appendix. These evaluations can either be (1) looking at the program as it was already implemented, retrospectively, (2) following the program moving forward, or (3) replicate the program for evaluative purposes. A retrospective evaluation may be more effective at answering the question as to whether this particular set of sites was successful at meeting their goals. A major limitation of the retrospective design is the inability to collect pre-treatment and treatment data for comparison sites, likely limiting them to only outcomes measured by administrative data that is routinely collected (e.g., crime incidents, calls-for-service, arrest data, and sometimes other non-emergency calls-for-service, and social service

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data for locations with centralized data repositories). Below we describe three approaches that meet a level three on the Maryland Scale of Scientific rigor.

Retrospective designs to evaluate individual sites

A retrospective design would examine how the project was implemented. Most sites kept detailed records of their project activities and some measures of implementation (e.g., how many events they held, number of community policing hours, number and location of cameras, how many condemned properties were removed). However, none, or almost none tracked outcomes (e.g., changes in police-community relations, changes in collective efficacy, increased employment, reduction in behavioral health symptoms), limiting the ability of evaluators to understand if and how the program components changed the neighborhood and its residents. Another challenge is that there is likely no way to disentangle the effects of the CBCR project from the other grants on development and crime. An evaluator would need to collect information on other crime prevention/intervention programs that might have been operating in other parts of the city/county/state during this time period as well, which may be impossible to disentangle from CBCR activities.

In order to meet a three on the Maryland SMS, the retrospective design must compare the intervention group with a comparison across outcome measures from both pre-and post-treatment (e.g., differences-in-differences), which should control for a wide array of pre-treatment characteristics. This comparison area needs to be an area that is similar to the target area—which according to the vast majority of sites, do not exist. CBCR selects target areas because of their unique characteristics, so identifying an appropriate comparison area may not be an option.

Therefore, we recommend exploring synthetic comparison to increase the similarity of the target area and its comparison, which would also increase the rigor of the design to meet a four on the Maryland SMS. A synthetic control could be identified using non-contiguous blocks in the city/neighboring counties (or potentially other cities). Synthetic control designs operate in a method similar to other matching methods like propensity score, weighting, or stratifying, however they expand the matching logic by creating a “synthetic” comparison unit—in this case a geographic target area—which is represented as a weighted average of pre-treatment covariates and outcomes. One of the major advantages of using a synthetic control design is that observed data are used to create it and therefore does not create estimates without empirical support.

In order to construct a synthetic control area, the evaluator would first take observed pretreated crime rates (i.e. outcomes) and any pretreatment covariates. The next step would be to identify weights which minimize the difference between the treated target area and the synthetic control area counterfactual. There are methods to reduce the number of comparison units included in the counterfactual (see: A synthetic control approach to evaluating place-based crime interventions in *Journal of Quantitative Criminology*, 31(3): 413-434 by Saunders, Lundberg, Braga, Ridgeway, and Miles, 2015). The obvious measure that will be available in both a

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treatment and comparison site will be crime measures. Others have used housing prices or business licenses publicly available as measures of revitalization, but this data can be scarce when looking at a small area. If these analyses can be combined, it would represent a decent set of impact metrics. However, it is important to consider the timeframe of the project and the evaluation, as revitalization is likely a very long process and signs of it might not show up in the data for a few years.

Prospective designs to evaluate individual sites

Several sites have not implemented or are just starting to implement. This provides an opportunity to (1) design a more rigorous evaluation design and (2) collect a more robust set of inputs and outcomes. In terms of a more rigorous evaluation design, any program evaluation should include a comparison groups where possible. A study that examines a noncomparable comparison site (such as comparing to city-wide, county-wide, or state-wide trends) only reaches a level 2 on the MSSM, so it is not ideal. A step up on the MSSM scale would be to identify an area that is comparable across multiple metrics, which should include size, crime patterns, neighborhood conditions, and service availability. However, most sites report that there are no obvious comparison areas within their jurisdictions, which is quite typical for any place-based intervention. However, considering areas outside of the jurisdiction may be fruitful, as there may be more comparable areas in neighborhood cities or counties.

Therefore, a prospective evaluation would likely need to be quasi-experimental in nature. These could take the form of a simple intervention and comparison area pre- and post-implementation, as described above, meeting a level 3 on the MSSM. Designing this prospectively would allow an evaluator to expand the set of outcomes beyond crime measures to include neighborhood quality of life and revitalization and provide an opportunity to measure them both pre-and post-intervention. With this option, evaluators could also track the program outcomes (such as police-community relations, use of public benefits, resilience) in the treatment area, as defined in the program logic models.

To get to a strong, quasi-experimental design that would reach a level four on the Maryland SMS, an evaluator could also develop a synthetic comparison group. However, it would be challenging to identify the group and collect pre-treatment measures on the non-crime impact domains (neighborhood quality of life and revitalization) because of the way comparison units are identified and weighed—e.g., they are likely taken from noncontiguous areas across the jurisdiction. This type of comparison group may be feasible in some locations, but we know of no evaluations that have taken this approach to comment on how likely it is to produce a high-quality evaluation.

Replication designs to evaluate CBCR as a whole

If the goal is to evaluate whether the CBCR initiative is achieving its overall goals rather than examining its impact on a site-by-site basis, a replication or scale-up design is more appropriate. This design would entail following a cohort of new sites as they go through the CBCR process,

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developing a set of common metrics to use across the sites that appropriately capture the variety of theories of change and strategies used, and building in a high-quality research design. We feel that this option is the most likely to produce reliable findings about CBCR's success that are less likely to be influenced by the large differences between the sites in terms of their local context, needs, and capacity. These replications would likely differ from the approaches we observed due to differences in target locations, local partners, local needs, and site capacity, along with a myriad of other differences.

Testing replications or adaptations in multiple settings has a great deal to teach us about whether the program/policy/strategy is appropriate for dissemination and implementation, as well as whether tying it to federal funding is a successful strategy for implementation success. Literature within the field of implementation science has been growing rapidly, seeking to understand how best practices can be taken to scale—that is, how they can be disseminated and implemented with fidelity across large numbers of communities (and nationwide, when applicable). This requires measuring the process, programs and their outcomes, implementation, and project outcomes.

Measuring the Process. The following Logic Model displays how the CBCR process can be mapped in a uniform method across sites to begin the evaluation, see Figure A-4.

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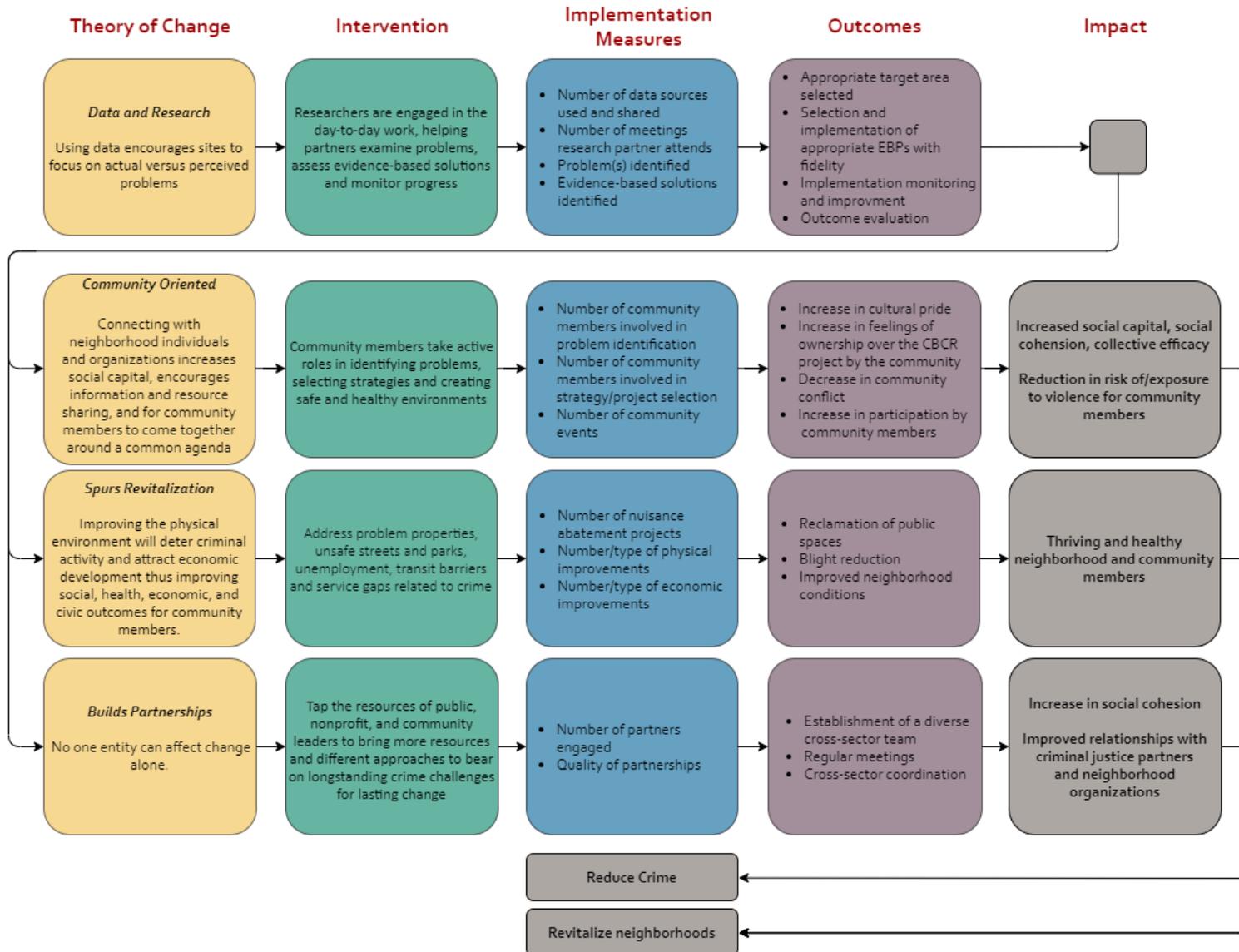


Figure A-4. CBCR Logic Model

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Measuring the Intervention and its Outcomes. We found that, while each site differed in their approach, there are similar theories of change and project activities across the majority of the projects, which would make creating a common set of metrics for past and future CBCJ sites both valid and feasible. In terms of common metrics, the majority of the sites we visited relied on the following theories of change, which each have a set of common implementation measures and outcomes. These will require a diverse set of data collection techniques including interviews, observations, surveys, and administrative data collection, see Table A-12.

Table A-12. Theories of Change Mapped to Implementation and Outcome Measures

Theory of Change	Implementation Measures	Outcome Measures
Hot spot	Hours in hotspot Activities within hotspot	Fear of crime Crime Use of space
Improving police-community relations	Activities	Perceptions of the police Cooperation and reporting
Improving neighborhood conditions	Abatements Community events Community spaces	Use of public space Property values Local businesses Pride
Youth empowerment	Number served Program type and dosage	School attendance and graduation Employment Self-efficacy
Social cohesion/collective efficacy	Number served Activities and dosage	Collective efficacy Neighborhood social cohesion
Cultural responsivity/Trauma-informed services	Number served Activities and dosage	Trauma-related symptoms Feelings of disenfranchisement Mental health
Addressing unmet behavioral health needs	Number served Activities and dosage	Mental health Substance misuse

Measuring Implementation. In addition to following the process logic model and the actual interventions that were selected, a multi-site evaluation approach would allow an evaluator to collect the set of measurements necessary to adequately capture implementation that is recommended by implementation scientists. We have adapted it for the CBCR below in Figure A-5.

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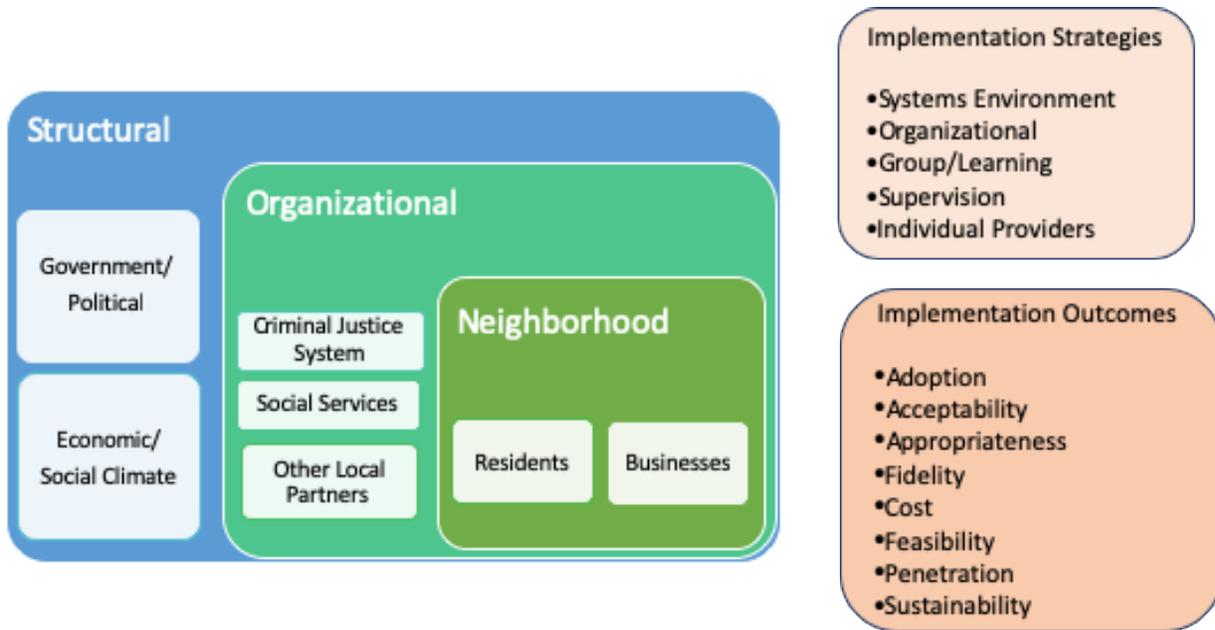


Figure A-5. Implementation Measurement Framework for replication study

As illustrated in Figure A-5, it is important to capture structural, organizational, and neighborhood context along with simple measures of program activities. This context helps us understand the quality of the implementation and what strategies are more likely to improve outcomes. We were able to quantify them using the PMTs, VRAT, and LISC survey for our cohort of 60 sites. However, the set of implementation strategies is more complicated to measure, and we were only able to do a cursory job on classifying these strategies by site. We were able to capture fewer of the implementation outcomes including adoption, acceptability, appropriateness, fidelity, cost, feasibility, penetration, and sustainability using these data sources, so we would encourage evaluators to develop more robust data collection techniques to capture them. Other studies have measured these items using surveys, interviews, and document reviews.

Measuring the Impact. A replication study also offers the opportunity to create impact metrics that are more comprehensive than simple crime statistics that can be uniform across the sites. These include actually measuring neighborhood revitalization, more reliable and valid measures of victimization, and neighborhood quality-of-life. There are established measures of each of these constructs that have been used in previous research.

Rigorous Design Options. By examining an entire cohort of sites at the same time using a common set of metrics, there is an opportunity to increase power and introduce randomization. A randomized-controlled trial of the approach would be ideal. This approach could be done at the site level (e.g., randomize which sites get funding, or delay funding for a set of sites until after the study for a waitlist-controlled design), or within the sites if there are multiple candidate target areas within a location (although none of the sites we visited were in this situation).

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However, there may be some future sites (that were not part of our study cohort) where a rigorous design is possible.

A preferred strategy involves (1) encouraging jurisdictions to submit applications to BJA for CBCR technical assistance, (2) working with BJA to identify promising applications, (3) placing these promising applicants into strata based on key variables (e.g., geography, target area size, crime rates) and then randomly choosing one jurisdiction from each strata to participate in the CBCR program (those not chosen will serve as controls), and (4) for sites receiving the CBCR funding that have multiple target neighborhoods, randomly assigning the order in which the program is applied (compliance with this will be an initial condition of receiving CBCR funding training). Randomization across and within sites will maximize the potential to draw strong inferences and make sound policy recommendations.

While we prefer a randomized experimental design, we are familiar with the risks that, despite our close oversight, the design might not be faithfully implemented, or randomization might not be feasible. If randomization is not possible, advanced synthetic cohort methods can create the most appropriate control areas. Evaluators can estimate a series of simple and complex statistical models to examine the impact of the CBCR, starting with simple pre- post- comparison among an extensive group of outcomes (described above), and moving into advanced statistical time series modeling procedures such as interrupted time series, autoregressive integrated moving averages (ARIMA), and multilevel models. This general modeling strategy will allow for the testing of intervention effects

Funding and evaluating a new cohort (or replication) may actually be a better test of the CBCR model which requires the selection of evidence-based programs. Funding replication trials will provide a more generalizable test as the various components and pillars are adapted to new locations and there is an opportunity to collect more appropriate data all along the logic model (from program activities to implementation measures specific to those program activities, and outcomes, all the way through setting up pre-treatment measurements of impact).

For more detailed information about how to design, conduct, and interpret reproducibility and replication research see, for example, Coyne, Cook, and Therrien (2016), Hedges and Schauer (2018) and Schmidt (2009).

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The following table provides notes for each type of evaluation by site.

Table A-13. Evaluation by site

Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
Baton Rouge, LA	The site feels it fully implemented its project. There are a lot of challenges with a post-hoc design for this initiative, the most notable being the overlap with other crime prevention and reduction programs. Perhaps one of the most challenging barriers to evaluating the program retrospectively is the tragic events that happened during the grant period—the violence between the community and the police and the flood—which could impact both crime patterns and crime reporting to the police in the target and/or proposed comparison groups in different ways.	A prospective evaluation is feasible if the program was implemented in a new target zone. The original team did an excellent job documenting the implementation, which makes replication easier. However, due to the unique funding landscape in the Baton Rouge BCJI/CBCR site, it may be difficult to replicate faithfully.	There is very good data availability on the program and within the target location but identifying a suitable comparison area will be very challenging due to the size and footprint of the target area. Additionally, we do not have information on other crime prevention/intervention programs that might have been operating in other parts of the city during this time period.	Baton Rouge is a Promise Zone site. The CBCR/BCJI project leveraged other federal grants and disentangling the effects may be impossible.	<ol style="list-style-type: none"> 1. <i>Revitalization</i>: Legal clinic to help establish home ownership 2. <i>Community</i>: Funds directed to community through mini grants 3. <i>Data</i>: Focus groups and crime forums 4. <i>Partnership</i>: Strong partners, but no police department
Berea, KY	Not applicable	The project has not started yet due to a funding hold. It does not look like the program will happen, making an evaluation infeasible. The project selected three counties within Kentucky	If funding is released, a prospective evaluation is feasible—however, new data collection methods would be necessary because	Berea is a Promise Zone and a Promise Neighborhood site.	<ol style="list-style-type: none"> 1. <i>Revitalization</i>: Community beautification/pride 2. <i>Community</i>: Tailoring to multiple hot spots in response to

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
		located in the Appalachia Region. There are other counties within this region that experience similar problems but to a lesser degree. A perfect match will be difficult.	crime counts are very low in the area, making power a challenge. The evaluation would be more useful if it included individual outcomes from program participants and non-participants.		<p>community preferences</p> <p>3. <i>Data:</i> Exceptional creativity including incarcerated youth interviews and hot spots and bright spots mapping</p> <p>4. <i>Partnership:</i> Large number of partners</p>
Denver, CO	The site feels it fully implemented its project. There are a lot of challenges with a post-hoc design for this initiative, the most notable being the overlap with a large development grant encompassing the target area, which may be responsible for the changes.	A prospective evaluation of the project in the target area would be difficult because the project has already ended and there is no comparison area within Denver. A similar area in another similar city in Colorado could be an option, but the presence of Mile High Stadium in the target area creates additional comparability issues. A prospective evaluation of the project in a new target area would not necessarily be a fair representation of the project since it would need to be tailored to their specific problems, but it would benefit from the work already	There is very good data availability on the program and within the target location but identifying a comparison area will be very challenging.	Denver is a Choice Neighborhood. The CBCR program leveraged this designation, so a decision would have to be made about whether it should be evaluated as an “add on” or as a standalone program—which has significant implications for selecting an appropriate comparison area.	<p>1. <i>Revitalization:</i> CPTED with all businesses in the target area</p> <p>2. <i>Community:</i> Community Resource Officers and “wrapped” police car designed by youth in community</p> <p>3. <i>Data:</i> Robust crime data from the Denver Police Department and community surveys</p> <p>1. <i>Partnership:</i> Large number of partners</p>

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
		conducted by the project partners.			
Flint, MI	The site feels it fully implemented its project. The research team put together a comprehensive impact and outcome evaluation of the project; however, it focused mainly on the target area, making most of the analysis a “2” on the MD scale of scientific rigor. They did some crime analysis with a comparison, which would qualify as a “3.” One of the most challenging barriers to evaluating the program retrospectively is the tragic events that happened during the grant period—the water crisis that hit Flint makes it exceptionally unique— so any evaluation during this period will suffer from external validity concerns regardless of how well it was designed.	<p>A prospective evaluation is feasible if the program was implemented in a new target zone—specifically if they replicate the 2014 approach in the 2017 target area. A replication would give researchers even more information to design a prospective evaluation because the one the research team developed provides considerable details about suitable measures and likely effect sizes.</p> <p>The original research team did an excellent job documenting the implementation and outcomes and all survey instruments are available, which makes replication easier.</p>	There is very good data availability on the program and within the target location but identifying a more suitable comparison area will be very challenging due to the size and footprint of the target area.	Flint is both a Choice Neighborhood and part of the Building Neighborhood Capacity Program. There are a lot of challenges with a post-hoc design for this initiative, the most notable being the overlap with other crime prevention and reduction programs. There is likely no way to disentangle the effects of the CBCR/BCJI project from the other grants on development and crime.	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> CPTED and Blight elimination squad 2. <i>Community:</i> Tailored activities in response to community needs 3. <i>Data:</i> No police department data but used Prevention Resource Center (PRC) data 4. <i>Partnership:</i> University Avenue Corridor Coalition served as coordinator of cross-sector partnerships
Little Earth, Minneapolis, MN	Not applicable	The site has not yet fully implemented their program— so a “start date” for the evaluation will probably have to be modeled for multiple components—which would	There is a wealth of data from the PAR group’s surveys, but there is no comparable data from other parts of	Minneapolis is a Promise Zone and Promise Neighborhood site. The CBCR/BCJI project also	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> No revitalization component 2. <i>Community:</i> Build collective efficacy

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
		<p>be both methodologically and statistically challenging (developing appropriate indicators for start dates and the reduced power that would come with multiple dates for a staggered start). This site would probably benefit from a pre-post comparison on the items that the PAR captured prior to implementation but this evaluation would not meet the requirements to be considered rigorous.</p>	<p>Minneapolis thereby making it difficult to attribute any changes to the program.</p>	<p>leveraged other resources, which could also make disentangling specific CBCR/BCJI program effects difficult or impossible.</p>	<p>through SCOUT program, PAR team members, and regular community meetings</p> <p>3. <i>Data:</i> Developed strategies based on data gathered through PAR</p> <p>4. <i>Partnership:</i> Cross-sector team that meets regularly</p>
Madison, WI	Not applicable	<p>The project has just started, so there would be time to collect pre-treatment data. A prospective evaluation is feasible—however an appropriate comparison is challenging. We would recommend identifying an apriori synthetic control, minimizing the number of comparison units, and collecting data from neighborhood youths and families from those areas as well.</p>	<p>New data collection methods would be necessary because crime counts are not very high in the target area, making statistical power a challenge. The evaluation would be more useful if it included individual outcomes from neighborhood youths and families, especially program participants and non-participants.</p>	<p>Madison was not a recipient of any of the major federal funding mechanisms for neighborhood revitalization or enhancing public safety.</p>	<p>1. <i>Revitalization:</i> No revitalization component but good relationship with city housing authority</p> <p>2. <i>Community:</i> Programs put in place were a reflection of community wants and needs</p> <p>3. <i>Data:</i> Ample official data for micro hotspot analyses and focus groups informed activities</p>

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
					4. <i>Partnership:</i> Multi-sector advisory committee and many local cross-sector partners
Rockdale County, GA	Not applicable	The project has not started, so there would be time to collect pre-treatment data, depending on start dates. However, it is not likely that the project will happen, making an evaluation infeasible.	New data collection methods would be necessary as crime counts are very low in the target area, making power a challenge. The evaluation would be more useful if it included individual outcomes from housing units and neighborhood residents.	Rockdale County was not a recipient of any of the major federal funding mechanisms for neighborhood revitalization or enhancing public safety.	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> Focus on blighted properties and code enforcement 2. <i>Community:</i> Focus on community policing and transportation 3. <i>Data:</i> Used official data as well as survey data to develop strategies 4. <i>Partnership:</i> Cross-sector team that meets regularly and survived delays
St. Louis, MO	The site was not able to fully implement the project at this time and is scheduled to close before they will accomplish everything in their implementation plan. Any retrospective evaluation would have to take an intent-	A prospective evaluation is feasible if the program was implemented in a new target area. The research team did an excellent job documenting the implementation and outcomes, which makes replication easier.	There is very good data availability on the program and within the target location, but none from any comparison areas.	St. Louis is a Promise Zone and Choice Neighborhood. Due to the unique funding landscape in the St. Louis site, it may be difficult (and	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> CPTED, focus on lighting and boarding up blighted properties 2. <i>Community:</i> Core project partner

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
	<p>to-treat approach and it would be difficult to interpret any non-significant effects. The research partner identified a potentially suitable comparison area called College Hill but it borders Carr Square, therefore any analysis would need to consider spillover effects.</p>			<p>perhaps inappropriate) to replicate the exact approach.</p>	<p>located centrally in the target area</p> <ol style="list-style-type: none"> 3. <i>Data:</i> Used several official data sources as well as survey data to develop strategies 4. <i>Partnership:</i> Cross-sector team that connected to other federal and local initiatives in the target area
<p>San Francisco, CA</p>	<p>We could design a post-hoc quasi-experimental evaluation to see how the project impacted official crime reports compared to other similar areas— however, this project was not aimed at reducing crime. An appropriate comparison group would be challenging, but perhaps not impossible, to identify. An additional limitation is that there is no way to improve the measurement in a post-hoc design. In this case, the flaw in the measurement reduces</p>	<p>A prospective evaluation of the project in the target area would be difficult because it reached almost full implementation, so a prospective evaluation of the project in a new target area would not necessarily be a fair representation of the project since it would need to be tailored to their specific problems, but it would benefit from the work already conducted by the site partners. The site reported there are other areas where they would like to replicate the program.</p>	<p>A strong evaluation would require gathering additional data, including mental health service usage and about crime victims from other locations, which could be difficult. There is no longer an opportunity to collect additional true “pre-implementation” data in either the target or a comparison area. We could look at client-level outcomes, potentially over a</p>	<p>The target area is a designated Promise Neighborhood and Choice Neighborhood.</p>	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> No revitalization component but target area aligned with Choice Neighborhood boundaries 2. <i>Community:</i> Funds directed to community through mini grants 3. <i>Data:</i> Used existing crime data and surveys and developed own tool to measure progress in trauma processing

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Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
	the strength of the causal analysis.		longer follow-up period, but this effort would require additional data from the district attorney and service providers.		4. <i>Partnership:</i> Community-based partners are embedded in the target area; SFDA provided neighborhood prosecutor
Tampa, FL	With the exception of hiring a behavioral health clinician, the site feels it fully implemented its project. The research team put together a comprehensive impact and outcome evaluation of the project; however, it focused mainly on the target area, making most of the analysis a “2” on the MD scale of scientific rigor.	A prospective evaluation of the project in the target area would be difficult because there is no similar area within Tampa. A similar area in another similar city in Florida could be an option, but they would have to have the Homeless Management Information System (HMIS) client tracking system and a point in time count (i.e., be a site receiving federal Housing and Urban Development (HUD) funds from the McKinney-Vento Homeless Assistance Grants).	There is very good data availability on the program and within the target location, but identifying a comparison area will be very challenging.	Tampa received a large Choice Neighborhood grant. The CBCR/BCJI project leveraged two other very large federal development grants and disentangling the effects may be impossible. A decision would have to be made about whether it should be evaluated as an “add on” or as a standalone program—which has significant implications for selecting an appropriate comparison area.	<ol style="list-style-type: none"> 1. <i>Revitalization:</i> No CBCR/BCJI funds allocated but the target area was the focus of a lot of Housing and Urban Development (HUD) funding 2. <i>Community:</i> Public safety committee that works with law enforcement and regulatory agencies in the target area 3. <i>Data:</i> Difficult to assess planning but used a lot of nontraditional, non-crime data for measuring outcomes

Appendix A

Site	Retrospective Evaluation	Prospective Evaluation	Data Availability	Other Threats to Validity	Notes on Pillar Innovation/Challenges
					4. <i>Partnership</i> : Strong cross-sector partnerships
West Albany, GA	Due to a variety of circumstance, the West Albany team does not believe they ever reached full implementation of each of the project components. There were also non-contiguous periods of implementation over the project period, making an estimation of dosage over any particular time challenging. The site was able to identify an area they considered to be a valid comparison site.	A prospective evaluation of the project in a new target area would not necessarily be a fair representation of the project since it would need to be tailored to their specific problems, with the understanding that it would benefit from the work already conducted by the Working Group partners. However, the site was able to identify a similar location and would like to replicate the project.	A strong evaluation would require gathering additional data from both the target and a comparison area. Additional data should include neighborhood disorder, averted crimes, service usage by residents, resident perceptions of crime, and perceptions of target area from those outside of target area. There is no longer an opportunity to collect additional true “pre-implementation” data in either the target or a comparison area.	West Albany was not a recipient of any of the major federal funding mechanisms for neighborhood revitalization or enhancing public safety.	<ol style="list-style-type: none"> 1. <i>Revitalization</i>: Focus on overgrown foliage and abandoned properties, and poor lighting 2. <i>Community</i>: Neighborhood resource officers. Community engagement around physical neighborhood problems 3. <i>Data</i>: Worked closely with research partner to make adjustments during implementation 4. <i>Partnership</i>: Cross-sector partnerships. Regular meetings of Public Safety Working Group

Appendix A

VISIT PROTOCOLS AND REPORTS

CBCR/BCJI Site Visit Selection

Typology Category	Category Count (Selected)	Site Visit Selection [FY Award Cohort]	Sites Not Selected for Visits
Planning Only	13 (0)	<i>All the sites are closed. Research team will not conduct any site visits to Planning Only sites</i>	Atlanta, GA* Brooklyn, NY (2014)* Clarksdale, MS* Durham, NC* Harrisburg, PA* Hayward, CA* Huntington, WV* Indianapolis, IN* Meridian, MS* Minneapolis, MN* (2014) * Newark, NJ* Norwalk, CT+ Ute Tribe, CO*
Planning with Subsequent Implementation Grants	9 (3)	1. Conyers, GA [14,16] 2. Madison, WI [^] [15,17] 3. Minneapolis, MN (Little Earth)[^] [15,17]	Battle Creek, MI Hillsboro/Highland County, OH Hyattsville/Langley Park MD [^] Phillipsburg, PA Tulsa, OK Youngstown, OH [^]
2016 New	5 (1)	4. West Baltimore, MD [16]	Boston, MA Hartford, CT Milwaukee, WI Shreveport, LA
Planning and Implementation: <i>Law Enforcement Focused</i>	12 (3)	5. Denver, CO [14] 6. Flint, MI [14] 7. Springfield, MA [13]	Austin, TX* Buffalo, NY* Dayton, OH* Detroit, MI* Kansas City, MO* Los Angeles, CA* Milwaukee, WI (2012)* Portland, OR* Providence, RI*
Planning and Implementation: <i>Social Service Focused</i>	7 (2)	8. Tampa, FL [13] 9. New Haven, CT [14]	Brooklyn, NY (2012)* Charleston, WV+ Erie, PA Nashville, TN San Bernardino, CA*
Planning and Implementation: <i>Programming Focused</i>	15 (3)	10. Berea, KY [15] 11. San Francisco, CA [13] 12. Baton Rouge, LA [13]	Cleveland, OH+ Corning, CA+ Evansville, IN* Lowell, MA* Miami, FL Oakland/Alameda County, CA Omaha, NE* Philadelphia, PA* San Antonio, TX* Seattle, WA* Syracuse, NY+ Washington, DC*
Planning and Implementation: <i>Abatement Focused</i>	4 (2)	13. West Albany, GA [13] 14. St. Louis, MO [15]	Baltimore, MD (2012) * Worcester, MA

* denotes the site is CLOSED

+ denotes that TTA provider indicates site is closed but BJA indicates site is open

[^] denotes the site was awarded a subsequent (2017) implementation grant that was not part of document review

~~Crossed out~~ denotes that BJA eliminated this site from site visit eligibility

Bold denotes the site was selected as a priority site for both the Research Team and BJA

Appendix A

Site Visit Selection Methods

This document describes our process for coding sites, creating a typology, and making initial selections for site reviews. It outlines the work we have done to create a typology of BCJI sites in order to understand implementation. We are using this typology to select a sample of 15 CBCR/BCJI sites to include in two subsequent research activities: (1) an in-depth process evaluation of the site, and (2) an evaluability assessment to inform whether a rigorous evaluation could be developed to assess the impact of the BCJI project on cross-sectional partnerships, crime, and neighborhood revitalization.

Steps for identifying up to 15 sites for process and evaluability assessments

1. We divided up all the 64 sites² by the typology based on their largest budget category, excluding the research partner and administration categories. A few sites are categorized by their second highest budget category when a particular category did not have many sites:
 - a. 13 Planning Sites—All Closed
 - b. 9 Planning with subsequent Implementation Sites
 - c. 5 New sites from 2016 Cohort
 - d. 12 sites where the largest budget category was law enforcement
 - e. 7 sites where the largest budget category was social services
 - f. 14 sites where the largest budget category was programming
 - g. 4 sites where the largest budget category was abatement
2. We ranked them by their unique features to identify high priority sites for visits (20).
 - a. We reviewed the documents and selected sites that had unique features – for example, they tackled a different problem (e.g., violence within the homeless population), a unique setting (e.g., rural area with meth labs), had interesting partnership features (e.g., multiple stakeholders and multiple federal grants operating in the same area), or nontraditional approaches (e.g., buying land and building community resource).
 - b. We noted these as “priority” sites for selection.
 - c. The sites that were not identified as priorities would be randomized into the sample.
 - d. “Current status” comes from LISC, is current as of December 2017, we are not excluding sites by current status.
3. NIJ/BJA were provided the opportunity to submit their own priorities by mid-February.

² A site was defined as a location that received a unique grant(s) for a target location. Some cities have multiple sites, so they are further defined by their neighborhood targets.

Appendix A

4. After we agreed on priorities, we balanced sites by geography and current operational status to make sure we have a good mix of sites, and then consulted with LISC to gauge site cooperation. After the list was finalized, we began site outreach.

Budget Coding

We went through the most recent version of all the budgets that BJA provided and coded each line item into the following scheme:

Theme	Example
Administration	<ul style="list-style-type: none"> - Personnel and fringe for people who oversee the project - Managers - Train the trainer program costs - Rent/Insurance/Cleaning
Law Enforcement	<ul style="list-style-type: none"> - Salaries/overtime for police, prosecution, probation - Salary for crime analyst (if not dedicated to the research partner) - Equipment for police use – cameras, large equipment, uniforms
Social Services	<ul style="list-style-type: none"> - Includes salary for people who will deliver <u>direct</u> social services (i.e. case managers but not managers of case managers) - Program costs that will be direct delivery to clients
Research Partner	<ul style="list-style-type: none"> - Any personnel related to the research team - Any incentives related to research - Community survey costs - Stipends for survey takers/givers
Abatement	<ul style="list-style-type: none"> - Lighting - CPTED - Code Enforcement
Programming	<ul style="list-style-type: none"> - Neighborhood Action Project - Stipends to attend meetings - Block Captain/Advisory group stipends - Website development/maintenance - Street outreach workers/violence interrupters - LISC costs - Design/renovation fees - Neighborhood engagement/Implementation Strategies (i.e. no detail given)
Total Direct Cost	<ul style="list-style-type: none"> - Total direct cost as itemized in budget
Total Indirect Cost	<ul style="list-style-type: none"> - Total indirect cost as itemized in budget (we did not tease out RP IDC—it all went to RP).
Not Coded	<ul style="list-style-type: none"> - Travel - Cell phones - Miscellaneous supplies (if we could attribute supplies to something besides “general supplies” we did e.g., printing for survey would be RP).

Appendix A

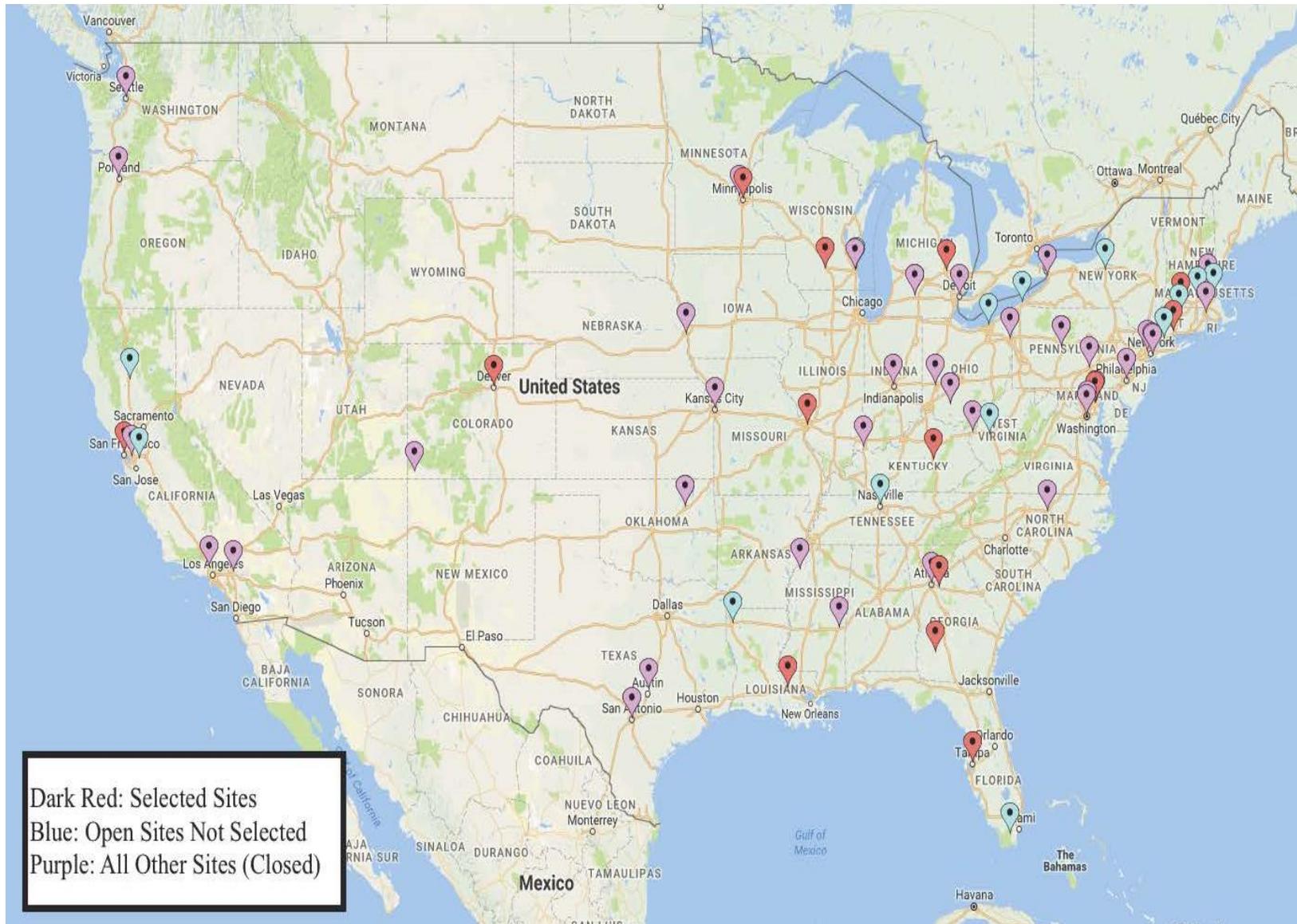


Figure A-6. Map of CBCR/BCJI Site Visit Sites

General Questions

- Can you give a brief overview of the project from start until now?
- Can you describe your role in the CBCR/BCJI project?
- Have there been any major obstacles?

Pillars and Questions

Data and Research

Data Driven and Evidence Informed

BCJI targets crime hot spots – typically micro-places in communities that have struggled with crime for years. Researchers are engaged in the day-to-day work, helping partners examine problems, assess possible solutions and monitor progress.

Related questions

- Could you describe the target area? (is it a micro-place?)
- Is the target area a historically crime ridden area? (historical hotspot)
- How involved was the RP in selecting this area?

- What are the drivers of crime in the target area? (BS Bingo?)

-limited recreational opportunities for youth

-abandoned properties

-employment barriers for people who have been incarcerated.

Community Oriented

Community Engagement

BCJI champions active roles for residents in identifying problems, selecting strategies and creating safe environments.

- Can you describe how residents were involved in: “critical community input”

- Is there a neighborhood champion?

-Problem identification

-Selecting strategies

-Creating safe environments

Spurs Revitalization

BCJI tackles problem properties, unemployment, transit barriers and service gaps related to crime.

- What are the specific revitalization efforts?
- How is your site defining revitalization?

Key words (problems):

- Problem properties
- Unemployment
- Transit barriers
- Service gaps related to crime

Builds Partnerships

BCJI taps the resources of public, non-profit and community leaders to bring more resources and different approaches to bear on longstanding crime challenges, and to enhance sustainability.

- Who would you say are your key partners?
- What partnerships are you lacking that would be beneficial?
- How have your partnerships changed over the life of the project?
- Do you think your project is sustainable past the BCJI/CBCR funding?

EVALUABILITY

As the interventions vary in their scope and goals, a review of the methods for determining evaluability of BCJI projects will be summarized across for geographic- and problem-oriented interventions. The review will focus on the important of identifying the appropriate (1) units of analysis, (2) dependent variables, and (3) statistical models.

Key Questions

- Are program components stable or still evolving or extinct?
- Can we trace logical and plausible connections between a program's activities and its intended outcomes?
- Are there enough cases or observations to permit statistically robust conclusions?
- Is a comparison group possible?
- Can we isolate the program's effects from other related forces operating in the community?

Pre-screen—can the site...

...identify a target population and its needs as they relate to public safety

...identify program goals that are well-specified and measurable

...fully implement proposed program activities

...identify public safety outcomes that address the target population's needs

...show a logical link between program activities and expected outcomes

...show the potential for significant knowledge gain for evaluators, policymakers and practitioners.

Possible Questions

1. Is the intervention modeled after evidence-based practices?
2. What is the problem to be addressed?
3. Is change expected at multiple levels?

4. Are the necessary partners involved to effect change?
5. Can we isolate the impact of the intervention?
6. Is there a logical link between program activities and public safety outcomes?
7. How is the target population identified?
8. Is there a defined and measurable intervention?
9. Can we track intervention dosage?
10. Are sample sizes large enough to support an impact evaluation?
11. Are there suitable comparison groups?
12. How is the intervention linked to measurable outcomes?

Indicators of Evaluability

1. Clearly identified public safety outcomes.
2. Logical link between program goals, observed activities, target population needs, and expected or observed outcomes.
3. Uses an empirically-supported intervention in an innovative way.
4. Already planning or completed an outcome evaluation.
5. Data collection is an integral part of program activities.
6. Sufficient sample sizes and appropriate comparison groups.
7. Program staff understand what will be involved in an outcome evaluation and are willing to support one.

Obstacles

1. Lack of full implementation.
2. Inability to identify public safety outcomes.
3. No logical link between program activities and/or target population to program goals.
4. Small sample sizes.
5. Large number of confounding variables that need to be identified and measured.
6. Prior research is substantial and strong in the area.
7. Inadequate data sources, particularly to measure public safety outcomes and cost-benefit.

TTA Questions

1. Did you know that TTA was available to your site?
2. Were you part of a TTA request to LISC?
 - a. If yes,
 - i. Can you describe the request?
 - ii. What was the response to the request?
 - iii. Did you find the response helpful?
 - iv. Did you find the request timely?
 - b. If no, are you aware of any TTA request made by your site to LISC?

CBCR Site Visit: Baton Rouge, LA

March 27, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Baton Rouge, Louisiana is a FY2013 Planning and Implementation Site (P&I: Programming Focused). The fiscal agent is the City of Baton Rouge/Parish of East Baton Rouge. The target area is a five square mile area that encompasses six neighborhoods which they dubbed "BR 'Hope Zone'." The project closed on September 30, 2018. The site did not have any team members complete the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the fiscal agent, the research partner, the project coordinator, the project manager, and several of the sub grantees. We visited several of the partner agencies and also toured the target area.

CBCR PROJECT ACTIVITIES

The Baton Rouge CBCR/BCJI project was focused on activities and programs that addressed violent crime and social and physical disorder in the Hope Zone target area. Their project activities include six main components that focus on empowering youth and adults through access to services and capacity building: 1) Milwaukee Homicide Review Commission 2) Hope Zone Legal Clinic – Code Enforcement and Nuisance Abatement 3) Youth Empowerment Solutions (YES), 4) Louisiana State University (LSU) Summer Wellness Program/Youth Employment Preparedness, 5) Adult Employment Readiness and Placement Assistance, and 6) Organizational and Resident Capacity Building. Many of the components involve sub-grantees. The City of Baton Rouge/Parish of East Baton Rouge is responsible for administering funds to sub-grantees.

Prior to implementation, the site engaged in a nine-month planning period. The original award period was October 2013 to September 30, 2018. They received two no-cost extensions. The proposed plan was focused on blight and urban decay as well as youth and adult empowerment. The implementation plan and the six strategies detailed below came from planning sessions with the community. Additionally, the site was able to leverage other existing federal funding.

Target Area. The "BR 'Hope Zone'" target area is a five square mile area consisting of six interconnected neighborhoods in Baton Rouge, LA. It includes the neighborhoods of Istrouma, Greenville Extension, Eden Park, Midtown, Smiley Heights/Fairfields, and Melrose East. The

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target area is predominately Black/African American and consists of high poverty areas characterized by blight and urban decay. The target area comprises some of the poorest neighborhoods in Baton Rouge. The area is a food desert and lacks reliable public transportation for its residents, which consists of both homeowners and renters. Crime analysis has shown these neighborhoods to be a hot bed for violent crime. In 2016, the city of Baton Rouge experienced three devastating events that had large effects on the target area during the grant process: (1) the police action killing of Alton Sterling, which received national attention, (2) the retaliatory killing of three Baton Rouge police officers by someone living outside of Louisiana, and (3) flooding that displaced over 100,000 people.

Homicide Review Commission. The CBCR/BCJI project leveraged existing resources to form a homicide review commission beginning in March 2016. This commission held monthly crime forums in each of the six neighborhoods in the target area in an effort to address community safety and promote social cohesion. The meetings were organized by the research partner and leveraged with Baton Rouge Area Violence Elimination (BRAVE)³ funding. Over the course of the grant, the site did a total of seven or eight community crime forums. Meetings were focused on connecting police to residents and teaching residents about safety (i.e., CPTED). The site used neighborhood canvassing to spread the word about the forums, which were well attended. They used crime data to determine where the community crime forums should be held because they wanted to make it accessible to those really needed it.

Hope Zone Legal Clinic – Code Enforcement and Nuisance Abatement. In order to address urban blight and abandoned properties in the target area, The CBCR project partnered with Southern University (SU) who implemented a Hope Zone Legal Clinic. SU worked with the community to provide blight education workshops as well as information and services to residents of the target area. They canvassed the target area, with security provided by the DA’s office, and participated in television programs and other media outlets to spread the word about their services. SU had a real estate transactions class where residents could notify the class of home addresses that were eyesores and the students would work with the city to do title searches to find the true owners of properties. SU staffed a blight hotline that residents could call and held outreach projects for residents that focused on providing information about resolving blight issues. Additionally, SU had a one-year externship where a selected law student worked with the city attorney’s office and blight court. SU also had a Disaster legal clinic because of the 2016 flood – this clinic dealt with particular issues such as evictions, successions, insurance claims and issues that keep people from getting FEMA funds.

Youth Empowerment Solutions (YES). In order to address the high concentration of youth offenders, the site implemented the Youth Empowerment Solutions (YES) program. YES is an evidence-based program developed at the Michigan Youth Violence Prevention Center. YES focuses on youth who are unsupervised during after school hours (3-8pm) and summers as a way to help them utilize their time and avoid mischievous behavior/crime. The program brought in

³Office of Juvenile Justice and Delinquency and Prevention funding

teachers, educators, artists, etc. and took a model curriculum and modified it for youth groups in order to get youth more engaged in positive youth development activities.

Summer Wellness Program/Youth Employment Preparedness. In order to address the high concentration of youth offenders, LSU implemented a summer wellness program/youth employment preparedness program. This program lasted six to eight weeks and was implemented over the course of two summers. The program focused on bringing nutrition and health information to youth.

Adult Employment Readiness and Placement Assistance. In order to address the concentration of underemployed and high-risk residents, the site implemented an Adult Employment Readiness and Placement Assistance program. This program focused on increasing the number of adults receiving job assistance services by teaching adults how to budget their finances, apply to and get accepted into schools, as well as and how to apply for and retain jobs. Adults in the program also attended revitalization conferences that taught them how to take responsibility for their communities.

Organizational and Resident Capacity Building. As a way to address the lack of social cohesion and lack of access to resources in the disinvested communities in the target area, MidCity Redevelopment Alliance, Inc. implemented a NeighborWorks training program focused on resident capacity building. By training and investing in residents, the goal of the program is for trained residents to know how to go back to their communities and invest in them. The program also brings activities to communities and has a tool sharing program where residents can come get tools for projects whenever they need to. The program has had 21 graduates thus far, including residents, police officers, and someone from the Mayor's office.

Other Project Activities. Other project activities that took place by leveraging resources from other grants included 1) Nighttime resource fairs, 2) a 'Family Fun Night' to introduce the CBCR/BCJI program, 3) three 'Flooding BR with Hope' events where they partnered with schools for a parent night and talent night, 4) 'Safety by Design' workshops where residents picked a thoroughfare and identified potential areas for crime, 5) 'The Walls Project' where they did a facelift of an area, 6) 'Collective Impact' where resources and vendors were brought in to provide information to renters, and 7) 'Beat the Heat' events during the summer where fun activities were provided.

ALIGNMENT WITH CBCR PILLARS

Data and Research. LSU conducted numerous focus groups and surveys to inform the needs of the target area. They held community crime forums and used GIS mapping of crime data to determine where the community crime forums should be held as a way of making the forums more accessible to residents. At the crime forums, posters were displayed that mapped crime data to show residents the location of criminal activity. The site also implemented a version of

the Milwaukee Homicide Review Commission model to discuss why homicide and violent crimes occur and what factors might prevent or reduce their occurrences.

Community-Oriented. A majority of the project funds were funneled to community-based organizations who worked directly with residents in the target area. The services were all tailored to meet articulated community needs. The remainder of the funds went to the project coordinator who also served as the research partner. The main six programs put in place by the project were a reflection of the community's wants and needs. Specifically, focus groups with community members showed a need for programming around violent crime prevention and intervention, property and blight issues, youth services, wellness, job readiness, and resident capacity building. The project purposely held numerous events rotating through all six neighborhoods in the target area to ensure residents could attend (i.e., did not need to find transportation).

Spurs Revitalization. The Hope Zone Legal Clinic worked with residents to help them navigate property title issues as well as blight and nuisance abatement. Two of the six neighborhoods in the target area overlapped with the Choice Neighborhood Initiative planning grant.

Builds Partnership. The CBCR/BCJI project included partnerships between the City of Baton Rouge/Parish of East Baton (fiscal agent), LSU (research partner), SU, MidCity Redevelopment Alliance, and to a lesser degree the Baton Rouge police department. Many of these partnerships are expected to be sustained and utilized for future projects.

PROJECT OUTCOMES

Successes

The project team reports that the project has been successful meeting its goals. They felt overall the events they held were most successful, particularly the crime forums.

Challenges

Turnover. The site experienced some personnel turnover especially in the project coordinator position at LSU. And while not directly related to the project per se, the citizens of Baton Rouge elected a new mayor during the project implementation period which caused some delays.

Delays. The Baton Rouge site found BJA to be slow to respond to budget GAN requests. Most project activities had to cease operating with the exception of Mid-City and Southern Law University. Both these sub grantees chose to keep operating using their own funding during the lapse.

Federal Grant Management. The site has experienced a lack of communication from BJA. As of the site visit, the site is still waiting on a response to some grant closeout questions. The team was unaware of the most recent change in CBCR BJA senior policy advisor.

Influential Events. There was a high profile police action shooting in July 2016 that resulted in the killing of an African American man (Alton Sterling) and the retaliation killing of three police Baton Rouge police officers that same month. Then, catastrophic flooding of significant portions of Baton Rouge followed in August of 2016 displacing over 100,000 people. All of these events as well as a change in the mayoral administration created delays in programming.

Bureaucracy. The bureaucracy associated with getting contracts in place with the fiscal agency created work delays on the part some of the partners.

Evaluation. The target is the focus of a considerable amount of grant funded resources. Similarly, project partners made a point of leveraging multiple resources whenever possible. Teasing out what change is actually attributable to the CBCR/BCJI funding is most likely not possible.

Sustainability

The Hope Zone Legal Clinic run by Southern University will continue as well the resident capacity building done by MidCity. As far as the rest of the project activities, there is uncertainty if anything else will be sustained.

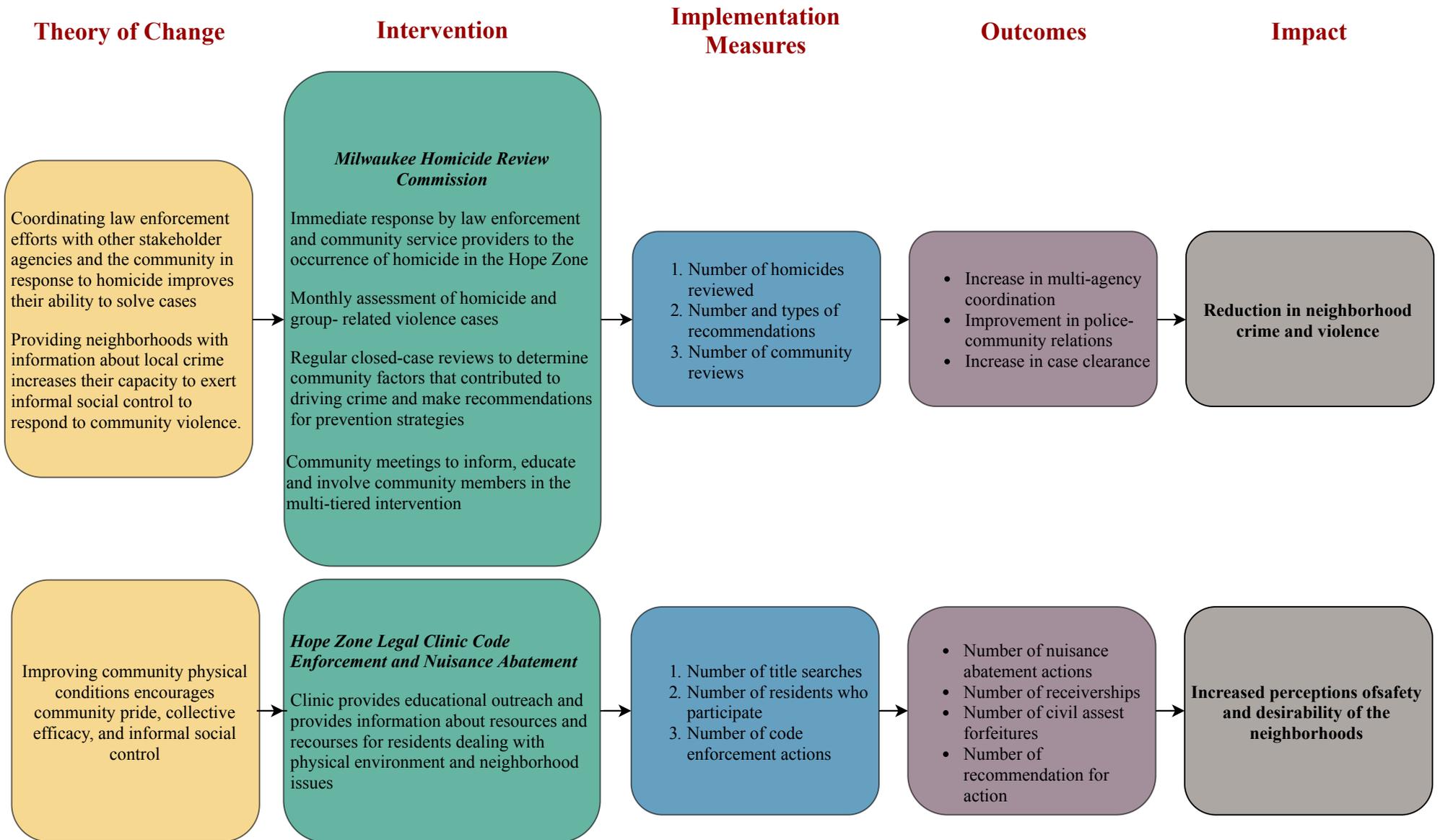
EVALUABILITY

The Baton Rouge site has completed all project activities so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

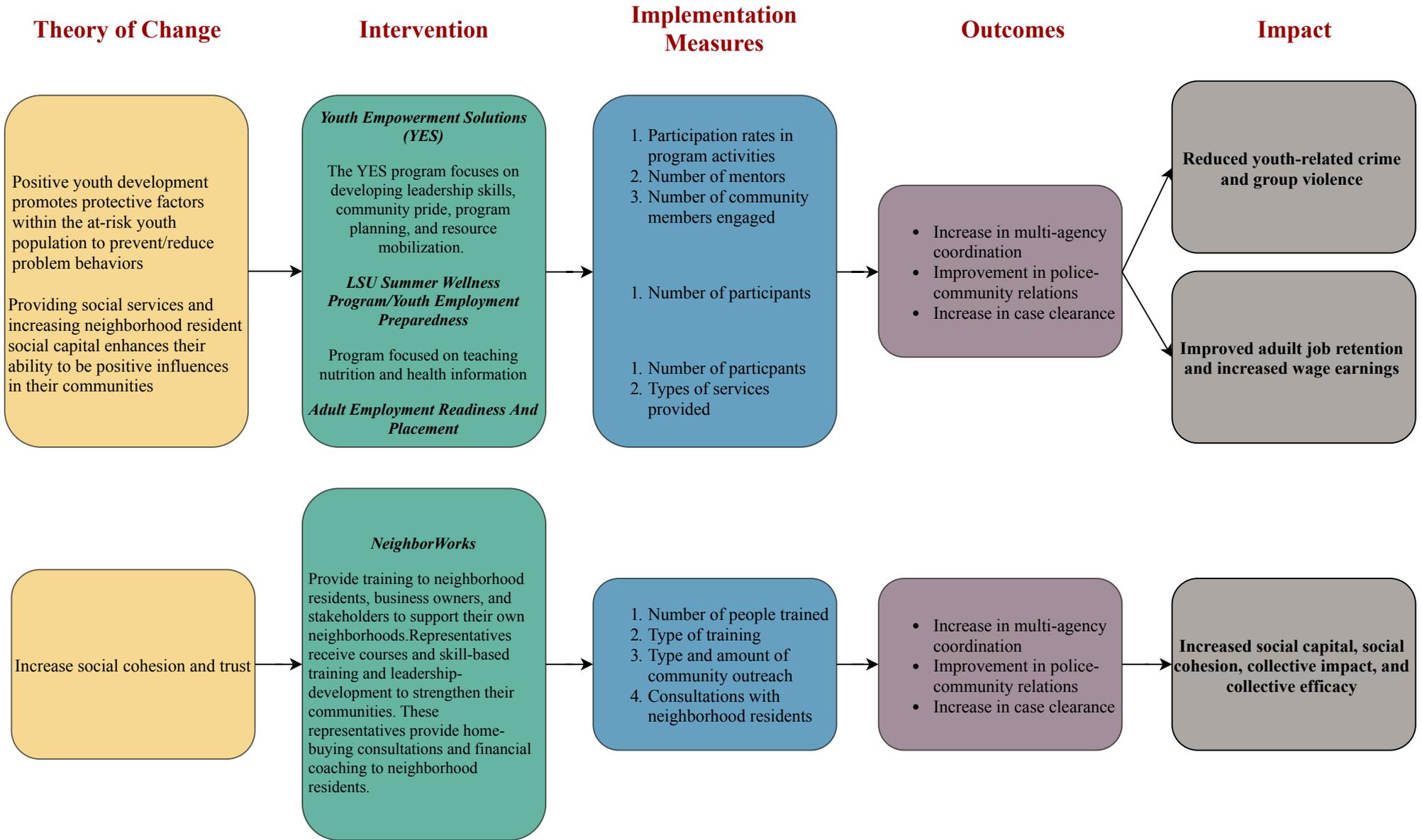
Data Availability for Retrospective Evaluation	<ol style="list-style-type: none"> 1. <i>Crime.</i> The Baton Rouge Police Department can provide Uniform Crime Report data. There are serious limitations to using only police recorded data because of missing data from reporting and recording bias. 2. <i>Neighborhood.</i> Approximately 650 assets in the target area were mapped in 2014. For each asset, a photograph was taken on mobile phone, which also captured longitude and latitude coordinates for location and a timestamp. The following information was collected: (1) name of asset, (2) type of asset, (3) the operation status of the asset, (4) upkeep of the physical structure, (5) social activity around asset (e.g., were people visibly gathered there), and (6) observations regarding safety. <i>Neighborhood.</i> There are no quantitative measures of neighborhood disorder to examine pre- and post-implementation to retrospectively examine changes. 3. <i>Residents.</i> Lots of surveys. 4. <i>Law Enforcement.</i> Surveys
Data Recommendation for Prospective Evaluation	<p>A prospective evaluation would offer the opportunity to collect additional data. Along with crime measures from police data, we recommend collecting and analyzing the following in <i>both</i> the target and a comparison area <i>pre-</i> and <i>post-</i>implementation:</p> <ol style="list-style-type: none"> 1. Neighborhood disorder 2. Youth delinquency 3. Youths receiving mentoring programming

-
4. Number of residents involved in various services,
 5. Resident perceptions of crime, disorder, and cohesion
 6. Perceptions of the target neighborhood by those who do not live there
-

BATON ROUGE, LA COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



BATON ROUGE, LA COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



Target Area. The Berea site is unique in that it is truly a rural site located in the Appalachia Region of south eastern Kentucky. The area is in the Southeastern Kentucky Promise Zone which includes eight counties. The target area was narrowed to three counties for the CBCR/BCJI project: Bell, Clay, and Harlan Counties. Each county had their own cross-sector partnership team that consisted of 25 to 30 people in *each* county from various organizations (e.g., local businesses, non-profits, parks and recreation, etc.).

The site wanted to focus on juvenile delinquency and detention and suspension issues in schools. The fiscal agent, Partners for Education, relies heavily on Results-Based Accountability/Facilitation (RBA/RBF), which starts with a list of results desired and then identifies organizations that have the capacity to carry out the necessary strategies to achieve results.

Program 1. Harmony in the Hills (Clay County). The Harmony in the Hills initiative was funded by CBCR and was a multi-generational program focused on positive youth development through theatre and story-telling.

Program 2. Youth Leadership Program with Hasan Davis (Bell, Clay, and Harlan Counties). This program was funded by CBCR and focused on positive youth development by providing leadership workshops for at-risk youth.

Program 3. Building Resilience in Kids (BRiK) Boys and Girls Club (Harlan County). This program would be delivered through the Boys and Girls Club in Bell County and focused on the SMART (Skills Mastery and Resilience Training) Moves prevention and education program. SMART Moves addresses problems such as drug and alcohol use and premature sexual activity. This program was never implemented due to delayed implementation funding.

Program 4. Shape Up with A Teen (Harlan County). This program would be delivered through the Boys and Girls Club in Harlan County. Law enforcement would exercise/work out with teenagers in order to address negative relationships between police and teens while at the same time building positive relationships. This program was never implemented due to delayed implementation funding.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The research partner worked with city, county, and State law enforcement departments to obtain crime data for the three target counties. They produced “hot spots” of concentrated crime and “bright spots” where there are positive opportunities and activities for youth. They also conducted close to 100 interviews with youth in the community and in detention centers to understand their needs and assets. They identified a lack of community pride, extreme poverty, substance abuse, and lack of prosocial activities as problems faced by the youths in the target communities.

Community-Oriented. The proposed project programs respond to problems articulated by each of the three county cross-sector partnership teams, as well as the crime data analyzed by the research partner. The site teams felt part of the process and that their input was valued. This sentiment is a departure from the usual way programs are brought in and done to them.

Spurs Revitalization. The project proposed to engage in several neighborhood beautification projects, for example, painting murals in partnership with the youth in the target communities. This activity was aimed to instill community pride and create a more hospitable atmosphere for prosocial activities.

Builds Partnership. The CBCR team facilitated numerous cross-sector partnerships in each of the three target counties. Many of these partnerships did not exist prior to the project planning period. Despite tremendous disappointment about the lack of program implementation, most partnerships have survived.

PROJECT OUTCOMES

Successes

The project team was able to successfully engage community partners in each of the three target counties during the planning period. New and lasting partnerships resulted from these efforts. The partners felt vested in the planning process and felt that their needs were heard. They felt part of the proposed solution rather than feeling that outsiders had come in to tell them what they needed and to “fix” them.

Most of the cross-sector partners had never worked with crime or community data or a research partner before. Many partners asked for more data or for additional analyses.

Challenges

Delays. There has been an almost two-year delay on releasing funding for the implementation project, which has been a source of frustration and causing a clear loss of momentum. BJA has asked for several revisions to the accepted project proposal and implementation plan, requiring the team to reanalyze data several times, conceive new implementation strategies, and revise the budget. At the time of this report, the site is operating under a no-cost extension; the project coordinator and the research partner are the only approved project expenditures.

Federal Grant Management. The site experienced a lack of communication from BJA. Responses to the project team by BJA to requested document submission were often delayed or missing.

Course Correction. BJA recommended the site change project and programmatic goals suggesting they focus on crime reduction through additional law enforcement officers and additional lighting (CPTED). The site refused saying it was not what they proposed nor what was in their approved implementation plan and against their project mission. The site was very clear that this

course correction went against what the community requested and developed through the community-driven planning process.

Lack of Rural Understanding. BJA recommended that the Berea CBCR project be more law enforcement focused and suggested they implement hotspot policing. However, with small law enforcement agencies that have 10 or less officers per jurisdiction, the implementation of hotspot policing is nearly impossible. Additionally, people in this rural area are distrustful of police and view reporting crimes to law enforcement as a reflection of a personal inadequacy to take care of their own family. When people do call the police, response times are very long and there are also county line issues (i.e., a question of what agency will show up) that prevent individuals from calling law enforcement.

Sustainability

With the exception of the Harmony in the Hills program and the Hasan Davis workshop, key project programs have not been implemented. It appears partnerships developed during the planning phase will remain in place however there are no formal plans for sustainability.

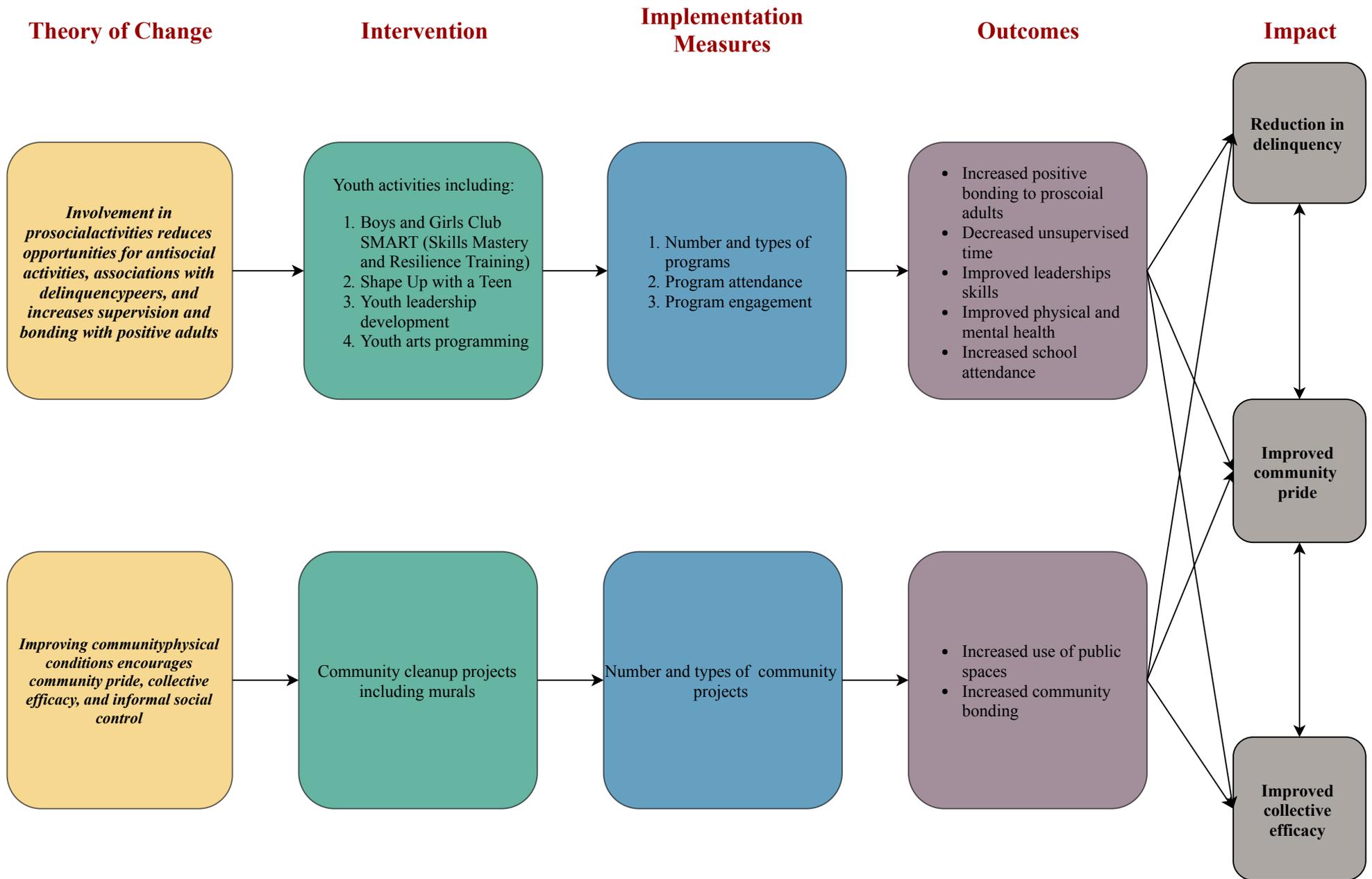
EVALUABILITY

The Berea site has not implemented therefore a prospective design is possible, however, it would be important not to create any more delays.

PROSPECTIVE EVALUATION

Data Availability for Retrospective Evaluation	NA
Data Recommendation for Prospective Evaluation	<ol style="list-style-type: none">1. Prosocial youth involvement2. Youth substance use, educational outcomes (including attendance, grades, and standardized test scores), and delinquency3. Community pride

BEREA, KY COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



CBCR Site Visit: Denver, CO

February 7, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Denver, Colorado is a FY2014 Planning and Implementation Site (P&I: Law Enforcement Focused). The fiscal agent is the City and County of Denver and the Denver Police Department. The target area is located in the Sun Valley neighborhood located in the northwest part of the city. The site closed at the end of September 2018. The project period included one 12-month no-cost extension. As of the site visit, the project work has mostly concluded – although they had just received another CBCR/CBJI grant to expand project activities to another neighborhood. No one from the Denver team completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the project coordinator, police department, Denver Housing Authority, social services agencies, a business in the target area and one of the three research partners. We also toured the target area.

CBCR PROJECT ACTIVITIES

The Denver CBCR/CBJI project has three main components: 1) Law Enforcement, 2) Crime Prevention Through Environmental Design, and 3) Behavioral Health

Target Area. Bordered by Mile-High Stadium, the target area is a .64 square mile neighborhood known as Sun Valley. It is physically isolated as well as isolated from the City's growth due to a disconnected street grid, an abundance of vacant and underutilized land, and concentrated poverty. Sun Valley is predominately poor and Hispanic with a population of about 1,600 people, half of who are under the age of 18. It is comprised mostly of public housing units. It is a Choice Neighborhood.

Law Enforcement. The Denver Police Department was the lead agency for the project. The law enforcement component, the largest component of the project, evolved over time and included several different strategies. The majority of law enforcement activities were done using Community Resource Officers (CROs) working 4-hour overtime shifts.

- ***ShotSpotter.** A very small portion of the grant funding (~3%) was used to “expand” ShotSpotter into the target area. It was installed in the second half of 2016.

- *Data-Driven Approaches to Crime and Traffic Safety (DDACTS). The DDACTS effort involved officers working overtime in identified hot spots either on foot patrol or in patrol cars. Over 50% of all contacts were contacts and street checks. Less than one-third of the DDACTS activity resulted in tickets and/or arrests.
- *Community Programs. DPD organized and delivered two community-based educational programs. These programs were well attended by community members and most were delivered multiple times. These included Youth/Family Citizen Academy (aka New Comers Academy) (2 academies with 62 total participants); Women’s Self-Defense Class (18 classes with 1237 total participants);
- *Outreach. DPD conducted several kinds of outreach to community members. They posted “report card” flyers on vehicles to educate residents on how to prevent theft from a motor vehicle. DPD officers went to every Sun Valley resident and handed out or posted informational flyers on how to properly secure and light their property. DPD officers contacted every Sun Valley resident and provided information about Domestic Violence Awareness and what services are available to them. This program involved multiple follow-up recanvassing days to reach residents they may have missed during the main outreach time period.
- Bicycle Events. DPD bicycle officers attended multiple community events over the life of the project. In addition to a non-enforcement presence, officers used these events to promote crime prevention and safety awareness.
- License Plate Fasteners. One of the biggest crime issues in Denver is the Theft from Motor Vehicle which includes theft from within or parts to include license plates. The goal of this effort was to install the tamper-resistant fasteners on every vehicle owned by a Sun Valley resident.

Crime Prevention Through Environmental Design (CPTED). DPD Community Resources Officers completed CPTED evaluations on every existing business in Sun Valley, 94 total. Officers developed a template report that they used to provide feedback to business owners which included officer contact information, pictures, and specific comments and suggestions. The businesses did not receive any grant funding to implement any suggested changes, however, the CROs did find that some business did follow-up on their suggested changes.

Behavioral Health. Sun Valley was identified by the Denver Health Health Medical Center as a mental health hotspot (see Beck et al., 2017). The CBCR/BCJI project was committed to health and all its aspects (physical and mental). Servicios de lat Raza (Servicios) is the main behavioral health partner. Servicios is a public, non-profit organization. Its primary role in the project was to provide culturally competent and linguistically inclusive mental health services to community members in Sun Valley. However, they are a long-standing institution in the community capable of addressing multiple needs of the residents including victim assistance, basic emergency needs,

job training, and health care among others. Servicios is located in Sun Valley. DPD officers conducted outreach with residents to inform them of the services available to them. DPD officers also maintained close contact with case workers and clinicians at Servicios.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The project focused on one discrete neighborhood with clear boundaries. The Denver Police Department has a robust crime analysis unit that was able to provide overall trends of offenses, arrests, and calls for services. Additionally, the research partners were able to utilize existing community surveys from a wide range of sources and also conducted a survey that looked at residents' perceptions of crime and responses to crime. The site selected evidence-based intervention strategies (CPTED, Community Policing), and used data to try to make adjustments in their implementation plan.

Community-Oriented. The site emphasized the community oriented pillar. They worked to build relationships with community residents and businesses through a variety of activities. They built trust and legitimacy through the CROs. They focused especially on their relationships with youth in the target area. While no actual grant funding was used, a local business owner partnered to "wrap" a police car. The design was created after considerable consultation from the youth living in Sun Valley – every design element had a meaning. The car is known as Sunshine 1. It is assigned to one of the CROs who works in the neighborhood but is used department wide for community activities (<https://youtu.be/tOalm1Yq36Q>). CROs reported that community members feel they can approach the DPD officers and do – one detective joking that he couldn't get his work done on a case because community members wanted to talk to him.

Spurs Revitalization. The target area is the focus of a considerable amount of Housing and Urban Development (HUD), as well as private development money geared towards revitalization. Mile-high Stadium is part of the neighborhood. The Decatur-Federal Light Rail Station was completed in 2013 and now connects the Sun Valley to downtown and the surrounding region. Sun Valley was a 2013 Choice Neighborhood Planning site and a 2016 Choice Neighborhood Implementation site. While the CBCR/BCJI project did not allocate funding directed towards revitalization, it complimented the other federally funded efforts. CPTED principals were used specifically with the businesses.

Builds Partnership. The CBCR/BCJI team has members from multiple sectors. The Denver Police Department was the local project manager. Other central partners included Servicios de La Raza and Denver Public Safety Youth Programs. It was clear during the site visit that there were many local business such as InkMonstr Graphic Design and Printing that evolved into a meaningful long-term terrific project partners.

While they did not receive any CBCR/BCJI funding, the Denver Housing Authority was also an important project partner. They supported the outreach and community engagement efforts of DPD as well as helped facilitate the expansion of ShotSpotter. The Rude Recreation Center

located in the target area was an active partner - providing space for meetings and trainings. There was no strong faith-based component – there are actually no houses of worship in the target area. The only school in the area became a partner in 2018.

PROJECT OUTCOMES

Successes

The project team reports that the project has been very successful meeting its goals.

Community. The community responded positively to the project and presence of CROs. The relationship between the police and community has improved, especially with children. All project partners consider this outcome to be very important.

Crime. The target area experiences mostly property crimes, thefts, and domestic calls. They also used to be known for drug deals and a place for out-of-town people to come to conduct transactions. Initially, after the program went into place, crime went up as a result of more calls to service from community members who had increasing trust in police. DPD reported that criminal activity has since decreased and appears to be stable. When a crime is committed, the police are able to respond to it more quickly and effectively.

Challenges

Delays. Per the Request for Proposal (as dictated by BJA), the project start date was October 1, 2014 – immediately after award notification. The site lost at least six months of project time getting the award in place through the fiscal agent. Sub-contracts could not be put in place until after this time period and could only be drafted for the implementation period due to limited funding release. Once the implementation plan was approved, there were similar delays in funding release creating more project delays. This site was allowed only one 12-month no-cost extension even though the majority of project delays were an artifact of the BJA grant process. This situation created a push to spend the remaining funds as the project end date approached rather than a winding down of project activities. The neighborhood noticed the sudden change.

The nine-month planning period was too long for this site. Because the site already had a strong foundation of partnerships, they were ready to move on to implementation after less time. However, there were delays with the remainder of the money being released which caused a loss in momentum, the loss of the original behavioral health partner, as well evaluation issues. The site then had to find a replacement partner. Despite being a FY2014 site, Denver did not begin to fully implement their project until late in 2016.

The Denver site found BJA to be slow to respond to budget GAN requests. This slow response made it difficult to tailor the project to the evolving local context. Budget modifications that required partner contract changes at the fiscal agent level added to the delays.

Bureaucracy. The bureaucracy associated with getting contracts in place with the fiscal agency created work delays on the part of the research partner.

Evaluation. The target continues to be the focus of a considerable amount of grant funded resources. Similarly, project partners made of point of leveraging multiple resources whenever possible. Teasing out what change is actually attributable to the CBCR/BCJI funding is most likely not possible.

The research partners were one of the partner agencies affected by delays. They were not involved during the periods when there was no contract in place.

Sustainability

It is very clear the relationships created during this project will remain now that the project has concluded due to continued influx of federal and private funding targeted at revitalization. However the overtime presence of the officers will not remain. ShotSpotter services will be sustained through the Choice Neighborhood Initiative funding.

Notably, the City and County of Denver and the Denver Police Department was awarded a 2018 CBCR grant to continue project activities in another neighborhood.

EVALUABILITY

The Denver site has completed all project activities so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

Implementation	The site feels it fully implemented its project. The CBCR/BCJI project leveraged one other very large federal development grant and disentangling the effects may be impossible.
Data Availability for Retrospective Evaluation	<ol style="list-style-type: none">1. <i>Crime.</i> The Denver Police Department has very robust crime analysis capabilities. The project collected calls-for-service data, police incident reports, and arrests. There are serious limitations to using only police recorded data because of missing data from reporting and recording bias. This limitation is particularly problematic for an intervention that improves police-community relationships because it should theoretically increase reporting – thus changes in official numbers may be artifacts of reporting or actual changes in crime. It may be more useful to look at crime clearance rates, as they may improve with better community cooperation.2. <i>Community Involvement/Engagement.</i> The target area residents are well-surveyed through other mechanisms than the CBCR/BCJI project. The researcher partners did conduct a survey that looked at residents’ perceptions of crime and responses to crime. The survey was retrospective in nature but was not conducted pre-implementation. There are also no data from any comparison group. There are no data on use/success of the mental health engagement component of the project to assess its impact.

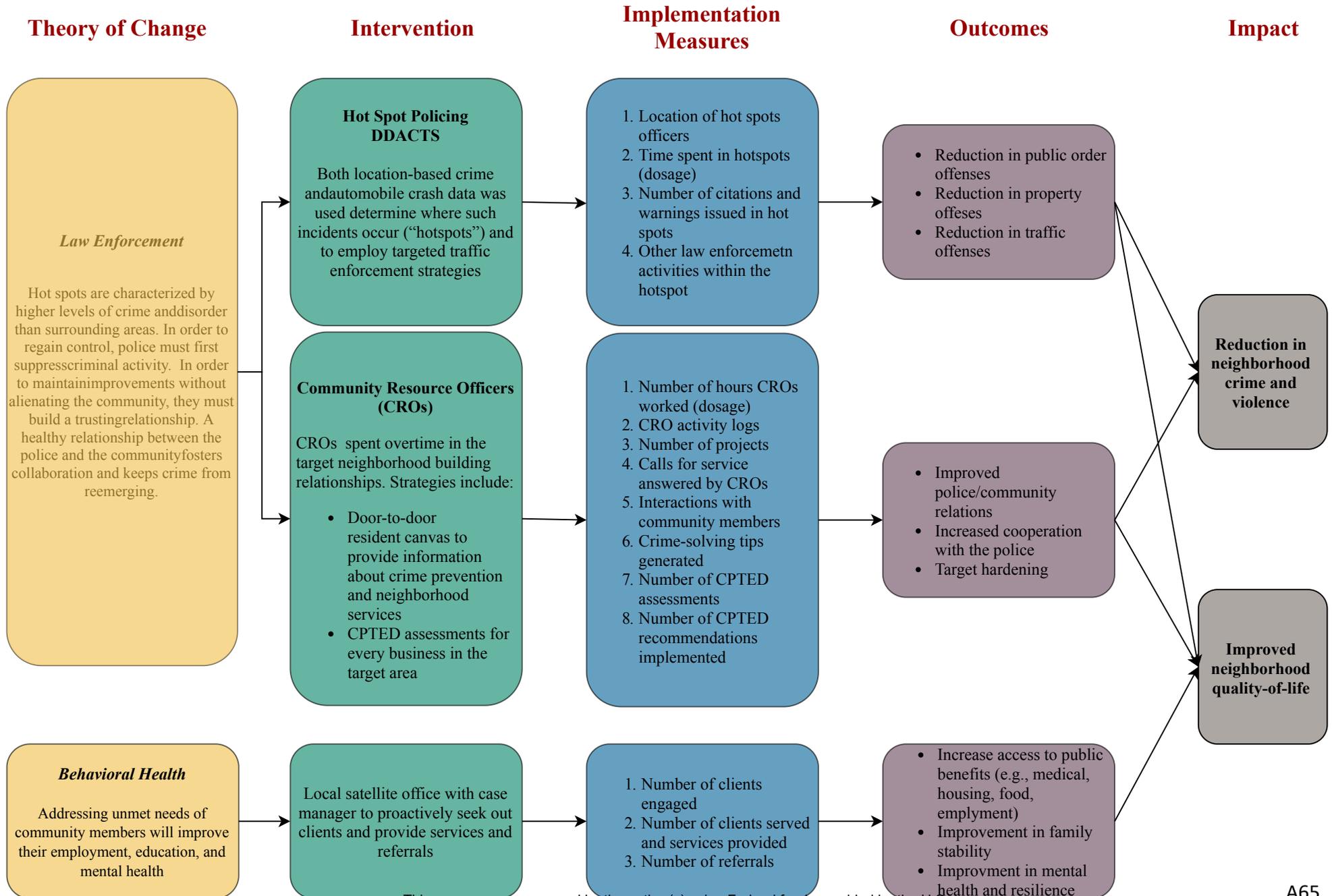
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3. *Neighborhood*. There are no quantitative measures of neighborhood disorder to examine pre- and post-implementation to retrospectively examine changes.
-

**Data
Recommendation
for Prospective
Evaluation**

A prospective evaluation would offer the opportunity to collect additional data. If the project continues for evaluation purposes, along with crime measures from police data, we recommend collecting and analyzing the following in *both* the target and a comparison area *pre-* and *post-*implementation:

1. Neighborhood disorder
 2. “Averted” crimes, e.g. situations that CROs were able to resolve without an official criminal complaint and/or arrest
 3. Intelligence provided by community that led to closing criminal cases
 4. Number of residents involved in various services, including both adult behavioral health and children enrolled in programming, along with their outcomes
 5. Resident perceptions of crime, disorder, and cohesion
 6. Perceptions of the target neighborhood by those who do not live there
-

DENVER, CO COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



This resource was prepared by the author(s) using Federal funds provided by the U.S. Department of Justice. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

April 25, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Flint, Michigan is a FY 2014 Planning and Implementation Site (P&I: Law Enforcement Focused). The fiscal agent is Kettering University. The target area is the University Avenue Corridor that encompasses three universities, several hospitals, and three neighborhoods. They named the project "Renew the Avenue." The project closed on December 31, 2018. Eleven team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the fiscal agent, project coordinator, several members of the University Avenue Corridor Coalition, the University of Michigan Flint Police Department, and two of the four research partners. We spoke with a third research partner via telephone prior to the site visit. We also toured the target area.

CBCR PROJECT ACTIVITIES

The Flint CBCR/BCJI project was focused on supporting data and crime analysis for the Flint Police Department and addressing physical disorder in the target area. The main project activity focused on Crime Prevention Through Environmental Design (CPTED). Prior to implementation, the site engaged in 15-month planning period. The original award period was October 2014 to September 30, 2017. They received two no-cost extensions. The site was also able to leverage other existing local and federal funding.

Target Area. The University Avenue Corridor is roughly 2 miles long and $\frac{3}{4}$ of a mile wide. It includes three institutions of higher learning: Kettering University, the University of Michigan-Flint, two medical centers: Hurley Medical Center and McLaren Regional Hospital, as well as the "hotspot" neighborhoods of Glendale Hills/Sunset Village, Mott Park, Carriage Town/River Village, and a newly identified neighborhood called Stevenson. While the implementation goals were consistent across the neighborhoods, the precise implementation strategies and activities varied, depending on resources and needs.

Crime Reduction Through Environmental Design (CPTED). The CBCR/BCJI project leveraged a lot of different resources to address blight in the target area. They took down over 100 dilapidated buildings as part of the project. Kettering University also invested significant resources in the Atwood Stadium (outside of CBCR/BCJI) and now it is used for community sports and events.

Building a Cohesive Community. The project focused on “Placemaking,” a participatory process where residents repurpose and revitalize underutilized spaces to promote positive community use. The activities varied by neighborhood to respond to the specific needs of the area. The project focused on community building by hosting gatherings including hayrides, events like “Touch a Truck” and “Read with a Cop” to improve relationships and build trust between the community and the police. They also engaged youth with activities to enhance safe walking and biking to schools, connecting vulnerable youth with the Flint Urban Safety Corps, and provided employment opportunities through the Summer Youth Initiative. Kettering University also engaged students in blight elimination service projects.

Crime Reduction. While the CBCR/BCJI project itself was not specifically law enforcement focused, a significant part of the project was building a crime analysis capacity within the Flint Police Department. Students from one of the research partners worked closely with the Flint Police Department and Michigan State Police to help identify hotspots. The project team deployed different place-based strategies in each of the three identified hotspots – (1) in Glendale Hills, they established a formal policing enforcement area along a pathway between the apartment complex and liquor store, as well as a Fresh Start program, providing substance abuse treatment, workforce programs, and education, for non-violent first time offenders; (2) in Mott Park, they formed a business association to engage businesses, and (3) in Stevenson, they established an enforcement zone and directed patrols around businesses, drug houses, and other problem properties. To address family violence, they decided to use law enforcement powers from the University of Michigan Flint Police Department and Genesee County Sheriff’s Office to address prolific domestic violence offenders and use dispute resolution for non-prolific domestic violence offenders.

ALIGNMENT WITH CBCR PILLARS

Data and Research. Due to a significant lack of resources, the Flint Police Department did not have crime analysis capabilities. Similarly, they were unable to extract data from their records management system. A majority of the project funds were awarded to research institutions to supplement this function within the police department. They were able to use 8 years worth of crime statistics that the Prevention Resource Center (PRC) had collected prior to the project. With the help of community members, the PRC conducted door-to-door resident surveys looking at perceptions of crime.

Community-Oriented. The University Avenue Corridor Coalition (UACC), an established coalition of community stakeholders focused on bettering the city of Flint, played a major role in the project. The site emphasized the community-oriented pillar by working to build relationships with community residents and businesses through a variety of activities. Community members were hired during the project by the PRC to conduct door-to-door surveys asking residents about their perceptions of crime. Focus groups were also held in the communities in order to better understand their specific needs.

Spurs Revitalization. CPTED was a significant focus of the project. The project coordinator trained community members in CPTED assessments. They formed a Blight Elimination Squad that identified places in the target area that needed attention. Kettering University provided modest support for this effort. They did property assessments by walking up and down the streets looking at every building. Leveraging additional federal funding, they removed over 100 dilapidated buildings. The site received significant financial resources from the Mott Foundation, Kettering University, etc.

Builds Partnership. The CBCR/BCJI team has members from multiple sectors. In 2012, area stakeholders created the University Avenue Corridor Coalition (UACC). The UACC is a cross-sector partnership with over 25 members including Kettering University, UM-Flint, Hurley Medical Center, McLaren Regional Hospital, Genesee Health System (a federally Qualified Health Center, formerly Community Mental Health), the City of Flint, the Flint Police Department, Carriage Town Ministries, the Flint office of Local Initiatives Support Corporation's (LISC) Michigan branch, three neighborhood associations, Mott Children's Health Center, and other community stakeholders. While most of UACC members did not receive CBCR/BCJI funding, they proved to be an important part of the project. The CBCR/BCJI project leveraged and built upon these existing partnerships. Additionally, the project leveraged the Flint Urban Safety Corps. This group is funded by the United Way of Genesee County AmeriCorps.

PROJECT OUTCOMES

Successes

The project team identified three specific goals: (1) reduce blight by 50%, (2) increase resident engagement, and (3) reduce incidents of assault, robbery, and burglary by 20%. They report that the project has been successful meeting its goals. The research partners documented the implementation and impact of the project. According to their final report, the lawn maintenance scores improved in one neighborhood, but building maintenance declined across all of them. Participating in neighborhood activities increased over the period of the project. Residents also reported decreases in victimization and physical altercations and less fear of crime. In general, official crime counts fell in target areas during the implementation period. Additionally, over 100 dilapidated buildings were removed during the course of the project.

Challenges

Turnover. The site experienced some personnel turnover related to the water crisis with City of Flint partners including the Mayor and the Chief of Police.

Delays. The Flint site found BJA to be slow to approve their implementation plan and respond to budget GAN requests which in turn caused project delays. The site also had a three to seven month delay in getting crime data due to an overburdened crime analyst at the Flint Police

Department.

Federal Grant Management. The site has experienced a lack of communication from BJA. Project partners were coming up under budget and GAN process was difficult because “BJA cannot adequately process things in a timely manner” which created the need for a second NCE.

Bureaucracy. The City of Flint was difficult to work with due to their limited resources. They had trouble accessing the law enforcement funds because of the bureaucratic process involved in being able to access those funds

Influent Events. The Flint water crisis began in April 25, 2014.⁴ In addition to creating significant health issues for the residents of Flint, trust between residents and anyone thought to be related to government became a significant barrier. The water crisis also prevented some things from happening, for example, they wanted to fix sidewalks but could not because they would be ripped up to replace water lines.

Evaluation. The City of Flint is the focus of a considerable amount of public and private resources. Similarly, project partners made a point of leveraging multiple resources whenever possible. Teasing out what change is actually attributable to the CBCR/BCJI funding is most likely not possible.

Sustainability

The project coordinator was hired by the fiscal agent to continue working in the target area. The University Avenue Corridor Coalition continues to meet on a monthly basis as does the public safety group. The University of Michigan Flint and the United Way continue to fund The Urban Safety Corps made up of AmeriCorp volunteers.

Notably, Flint was awarded a 2017 CBCR Planning and Implementation grant to implement similar activities in another area of the city.

EVALUABILITY

The Flint site has completed all project activities so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

⁴ This is the date the City of Flint switched water sources.

Data Availability for Retrospective Evaluation

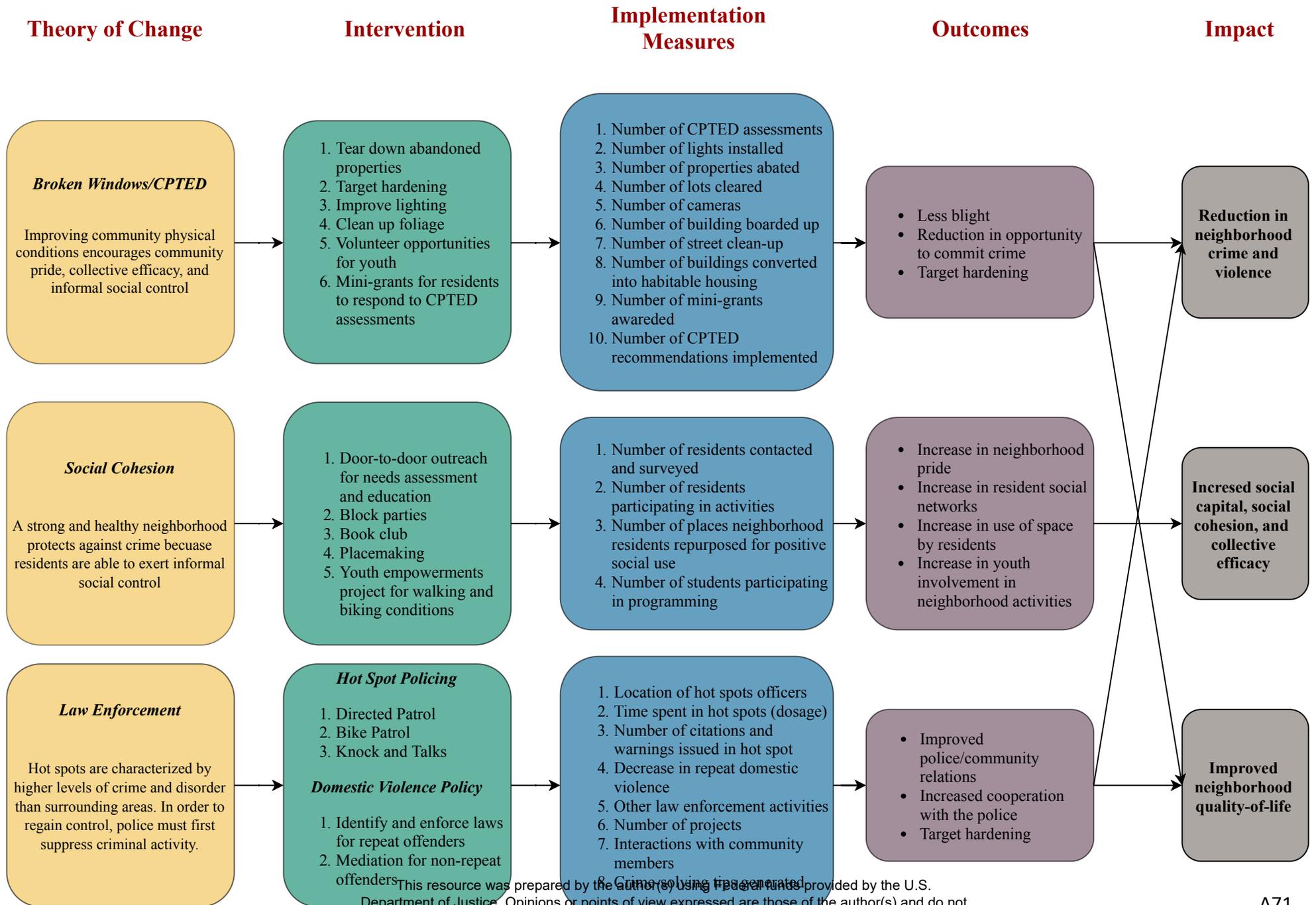
1. *Crime.* The project collected crime data including assaults, robberies, burglaries and vandalism from both Flint Police Department and Michigan State Police sources. There are serious limitations to using only police recorded data because of missing data from reporting and recording bias. This limitation is particularly problematic for an intervention that improves police-community relationships because it should theoretically increase reporting – thus changes in official numbers may be artifacts of reporting or actual changes in crime. It may be more useful to look at crime clearance rates, as they may improve with better community cooperation.
2. *Neighborhood.* Evaluators assessed blight in the target area annually using a validated assessment protocol called the Parcel Maintenance Observation Tool (PMOT).
3. *Residents.* Survey data for the hot spots are available for the year 2014, 2016, and 2017 which examined the following constructs: social capital and cohesion, relationships with neighbors, neighborhood participation, positive police perceptions, police relationships, neighborhood disorder, victimization, mental health symptoms, neighborhood satisfaction
4. CPTED and survey data are not available for Glendale Hills because this neighborhood was not included until 2016.

Data Recommendation for Prospective Evaluation

A prospective evaluation would offer the opportunity to collect additional data although it would be labor intensive particularly for the limited crime analysis and data capacity of the Flint Police Department. There would need to be significant resources dedicated to additional crime data retrieval.

Along with crime measures from police data, we recommend repeating the PMOT and neighborhood surveys in *both* the target and a comparison area *pre-* and *post-* implementation. Additionally, we suggest trying to capture data about the perceptions of the target neighborhoods by those who do not live there.

FLINT, MI COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



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CBCR Site Visit: Minneapolis, MN

May 9, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Minneapolis, Minnesota (Little Earth) is a FY 2015 Planning Site with a subsequent 2017 Implementation Grant.⁵ The fiscal agent for the planning grant was the Minneapolis City Attorney's Office; the fiscal agent for the implementation grant is Hamline University. The target area is the Little Earth of United Tribes, which is the only Native American preferred project-based Section 8 development in the United States and is located in the East Phillips neighborhood. They named the project the "Safe Communities of United Tribes (SCOUT) Initiative". The site completed its planning grant in February 2017 and immediately started its Implementation Project. The project is set to end in September 2019, however, the site intends to seek a no-cost extension with the support of the training and technical assistance provider. Five team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the fiscal agent, project coordinator, several members of the SCOUT team, the Minnesota Police Department, and all three research partners. We also toured the target area.

CBCR PROJECT ACTIVITIES

The Little Earth project planning grant centered on participatory action research (PAR). The research team created a 12-member PAR team to assist with survey development and administration. The research team presented the results from the PAR team work along with analyses from other data sources to the Little Earth community in a series of "data tours." They developed four main implementation strategies based on the planning period PAR work.

Target Area. The Little Earth housing community is located in the East Phillips neighborhood of Minneapolis and is the only Native American preferred HUD-subsidized Section 8 housing development in the United States. The residential area consists of 212 housing units and sits on a 9.4 acre development. There are over 1,000 residents of which 98% are Native American and half are under the age of 21. The Little Earth community is governed by four boards all of which provide culturally-specific services: (1) Little Earth Residential Association (LERA), (2) Neighborhood Early Learning Center (NELC), (3) Little Earth of United Tribes Housing Corporation (LEUTHC), and (4) Little Earth Management (LEM).

⁵ The 2017 grant was not part of our document review

The East Phillips neighborhood as a whole is an extremely diverse neighborhood in Minneapolis and is characterized with high crime levels and large amounts of pollution (e.g., arsenic). Crime in Little Earth specifically includes violence (e.g., shootings, domestic violence, assaults), drugs and overdoses, and prostitution and sex trafficking of juveniles.

Safety Champions of United Tribes (SCOUT). The SCOUT team is comprised of 12 residents ages 14 years and older who serve as Safety Champions. Residents must apply to be part of the team. The SCOUT team works to connect the community to the larger CBCR/BCJI initiative and ensure the community's voice is heard. Their goal is to strengthen community collective efficacy through violence prevention and community engagement. Specific activities include the dissemination of information to residents, the improvement of police relations through the structuring of shared space, and the implementation of community events to empower residents.

Youth Pathway Program. The Youth Pathway Programs provides Little Earth families with access to free programming and wraparound case management services. This model strives to strengthen different avenues for success by promoting positive youth engagement, kindergarten readiness, high school completion, and violence prevention to reduce youth contribution to crime in the community. Weekly activities included drop-in hour for families and youth, family engagement and door knocking, and a teen group.

Peacemaking Program. As of the writing of this report, this initiative is still under development and thus may change. It will use a restorative justice approach to initially address conflict in the Little Earth community. LEM (housing management) will refer eligible individuals to the program for housing infractions (first and second infractions) prior to eviction. Little Earth residents and external community members will serve as Peacemakers after completing a mandatory 26-hour training course. One of the goals of the peacemaking program will be to intervene when community and residential conflict arises prior to need for police or formal criminal justice case intervention.

Address Drug and Alcohol use. As part of the SCOUT initiative, Little Earth provides on-site programs to help residents in recovery from addiction. Specifically, they plan to hire a Chemical Dependency Aftercare Consultant and provide funding to two Little Earth residents to become alcohol and drug prevention specialists. Additionally, Little Earth has met the applicable service requirements to perform Rule 25 Assessments so that eligible clients can have their treatment paid for by the Consolidated Chemical Dependency Treatment Fund.

ALIGNMENT WITH CBCR PILLARS

Data and Research. Participatory action research (PAR) was the focus of the planning grant. The research team, with the help of the 12-member PAR team, conducted surveys and gathered data from community meetings to inform the needs of the target area. They also relied on data from the Youth Development Center to assess the adequacy of youth programming. Little Earth

Dispatch data and data from the Minneapolis Police Department were also analyzed to understand the types of crime that were taking place. Findings from data analyses were presented by the PAR team to the community in a series of “data tours.” Four main implementation strategies were developed from the planning period PAR work.

Community-Oriented. A primary focus of this project was to build collective efficacy and community engagement throughout the residential area. The project did this in several ways: (1) putting together the SCOUT team consisting of 12 residents who work throughout the community, (2) placing PAR team members into each of the clusters throughout the development to become a familiar face among community residents and to encourage more residents to get involved, (3) holding two community meetings once a month (one in the afternoon and one in the evening so everyone can attend), and (4) centering implementation strategies around results from resident surveys and community meetings.

Spurs Revitalization. This project did not allocate funding directed towards revitalization and there is not a housing component.

Builds Partnership. The CBCR/BCJI team has members from multiple sectors, which meet bi-weekly. Their cross sector team consists of community stakeholders, representatives from Little Earth Management, Little Earth Residents Association, Little Earth Youth Development Center, Minneapolis Police Department, Minneapolis City Attorney’s Office, Hamline University, Metro State University, and the SCOUT Leadership team. While some of team members (i.e., Minneapolis Police Department and the City Attorney’s Office) did not receive CBCR/BCJI funding, they proved to be an important part of the project. The CBCR/BCJI project leveraged and built upon these existing partnerships.

PROJECT OUTCOMES

Successes

The Bureau of Justice Assistance (BJA) approved the site’s implementation plan and they have moved forward with implementing their project. They have a cross-sector team that meets bi-weekly and guides the project.

Challenges

Delays. The Little Earth site experienced delays both at the city and federal level. Delays occurred as a result of municipal government red tape at the city level and issues with BJA at the federal level. Additionally, although their planning period ended in Feb 2017 and they were awarded a subsequent implementation grant, it took the site almost a year to receive these funds. The 18 months that went by between planning and implementation resulted in some turnover and community frustration. As a result of the delays, the site will be asking for a No-Cost Extension (NCE).

Bureaucracy. The process for getting a data sharing agreement in place with the Minneapolis Police Department was slow. The bureaucracy associated with accepting a federal grant and getting contracts in place through the City of Minneapolis created some delays. For both the planning and implementation grants, the budget included money for crime analysis at the Minneapolis Police Department. Due to various reasons, MPD could not find a way to accept the money and direct it specifically to that unit so they had to reallocate that money in both cases.

Federal Grant Management. The site has experienced a lack of communication from BJA. They had to revise their budget six or seven times before it was approved by BJA as a result of having different reviewers looking over the budget each time and finding new issues with it.

Federal Restrictions. Feasting is a very important part of Native American culture. Not being able to purchase food due to federal restrictions is a great obstacle. Little Earth is an impoverished area that lacks an adequate food supply. According to the community, if the grant would allow for the purchase of food the project would see more community involvement.

Lack of Native American Understanding. The site felt that BJA was lacking sensitivity to the local context and community. While BJA emphasized the use of evidence-based practices for this project, the site found these types of practices to exclude cultural-based practices. Moreover, the site felt that evidence-based practices were either not relevant or non-existent for indigenous communities in urban areas.

History of Police Relations. There is a long history of poor relations between the police and the residents of Little Earth. One of the challenges for this project was healing those relationships. While not a paid partner, the Minneapolis Police Department (MPD) has dedicated two beat officers to Little Earth and relies on a community policing model. Little Earth Housing Management employs off-duty (sworn) officers that work on location in Little Earth. These officers are not selected by MPD and are typically the ones who trespass people on the property. They do not use a community policing model and the growing trespass list (over 100 people) is of great concern to the residents. Additionally, because the City Attorney's office is viewed as the face of the criminal justice system, they too faced barriers when it came to building relationships with the community.

Project Leadership. Until the hiring of key grant staff (i.e. Director/Coordinator position and the Pathway Advocate in November and December of 2018), the research partners were the driving force behind the project. During the delay between being awarded the grant (Oct. 2017) and being able to draw down funds on the grant (August 2018), they continued to build capacity within Little Earth so they could take a smaller role in the day to day activities. Despite the transition being slow at the beginning, the Director of SCOUT, Pathway Advocate, and SCOUT team, with support of the research team and LE administration, are gaining momentum towards implementation goals.

Sustainability

The Little Earth site will continue to work closely with the Youth Development Center to keep providing programming for youth. The site plans to train new people on the responsibilities of advisory positions so the positions can be maintained over time. Additionally, the Minneapolis City Attorney’s Office has voiced support for adopting the Peacemaking program as a community specific diversion program for certain offenses committed in the community.

In early 2019, the Minneapolis Star Tribune published an article⁶ about a study⁷ that showed disparity of Native American women being stopped by police. Further discussions with the CBCR/BCJI research team and MPD crime analysts reiterated the importance of having a means to capture officers’ positive (non-criminal) professional interactions with communities. The Minneapolis Police Department made changes to the computer-aided dispatch (CAD) program creating a “professional service” call sign to capture law enforcement positive professional service in the community. The Minneapolis Police Chief adopted the call sign for use by officers in May of 2018.

EVALUABILITY

The Little Earth site has not yet completed all project activities and will be requesting an NCE so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

RETROSPECTIVE & PROSPECTIVE EVALUATIONS

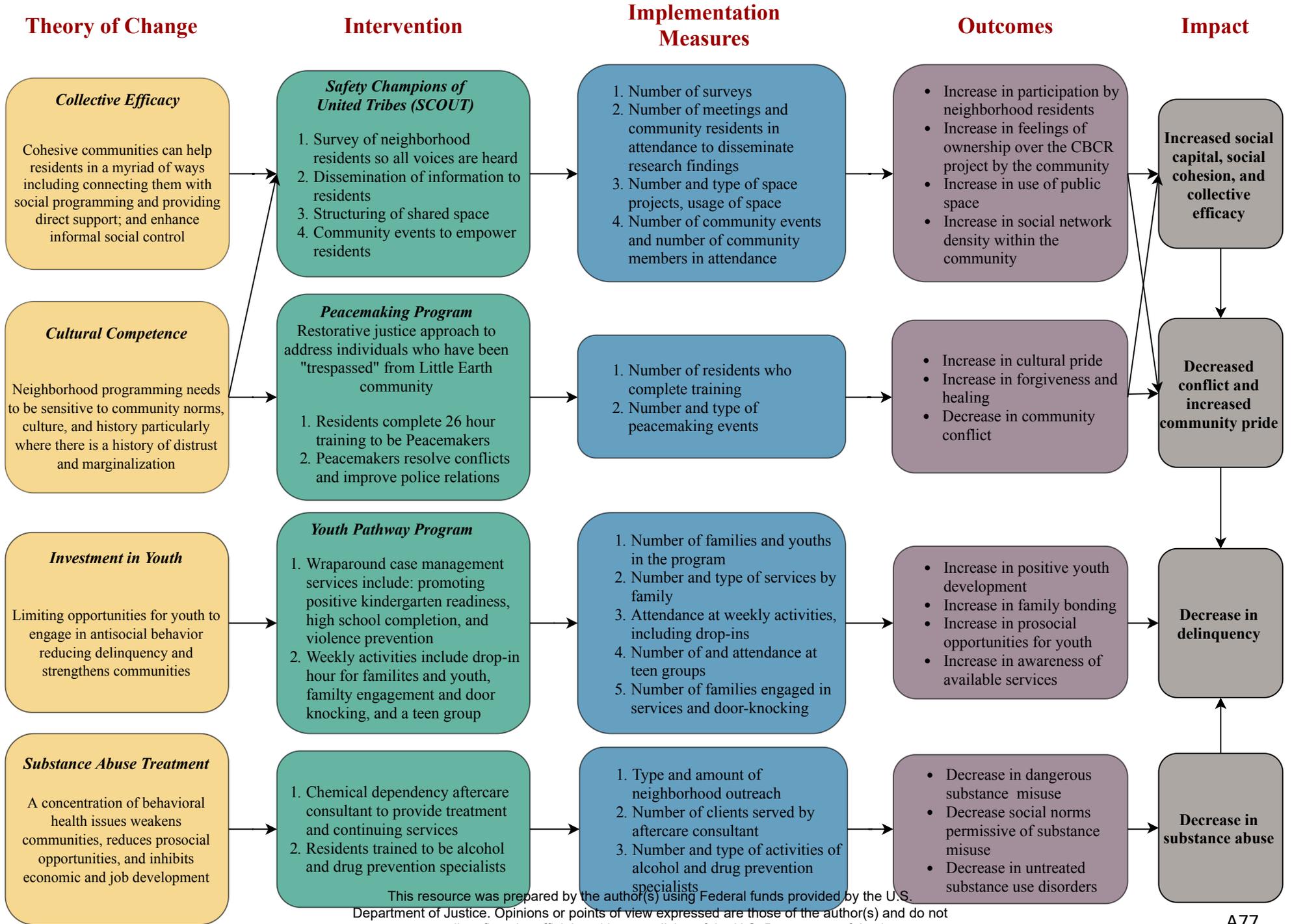
Data Recommendation for Prospective Evaluation

1. *Crime.* The project collaborated with the police, so getting access to crime data has been easy—however, underreporting is a large challenge in many high crime communities, so it would likely be an unreliable metric. They also have Little Earth Dispatch data that may get at some of the crime not reported to the police.
 2. *Residents and Community.* The Participatory Action Research (PAR) group conducted surveys and gathered data from community meetings to inform the needs of the target area. These data will provide a good amount of information for what the neighborhood challenges were prior to implementation; however, since it was from a convenience sample, it is hard to assess how representative it is of the entire community. There are also data from the Youth Development Center.
 3. *Program Implementation.* The project is not yet fully implemented therefore it is unclear exactly what program implementation data will be available beyond program implementation outputs.
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⁶ <http://www.startribune.com/study-native-women-in-minneapolis-disproportionately-targeted-in-police-stops/474512523/>

⁷ <https://www.minneapolisfed.org/indiancountry/research-and-articles/cicd-blog/american-indian-women-were-disproportionately-stopped-searched-and-arrested-by-police-in-minneapolis-in-2017>

LITTLE EARTH (MINNEAPOLIS), MN COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



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CBCR Site Visit: Madison, WI

March 14, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Madison, Wisconsin is a FY2015 Planning Site with a subsequent 2017 Implementation Grant.⁸ The name of their project is the Safe and Beautiful Place grant. The fiscal agent and project manager is the Madison Police Department. The target area is in southwest area of the city. It includes several areas locally known as the Raymond Road Corridor, Theresa Terrace/Bettys Lane, and Park Edge/Park Ridge. The site completed its implementation grant in September 2016 and immediately started its Implementation Project. The project is set to end in September 2019, however, the site intends to seek a no-cost extension with the support of the training and technical assistance provider. Six team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the Madison Police Department (MPD) grant programs manager and MPD project coordinator, an MPD community resource officer, the research partner, the grant manager who was contracted through Common Wealth Development, a community leader/member who is on the project Advisory Committee, and the neighborhood center director and Families and Schools Together (FAST) coordinator. We also toured the target area and visited one of the neighborhood recreations centers.

CBCR PROJECT ACTIVITIES

The Madison CBCR/BCJI project has an Advisory Committee that meets monthly. Their project activities include four main components that focus on the well-being of youths in the target area aged 12-17: 1) Youth-based mentoring 2) Safe Passages 3) Families & Students Together (FAST[®]) collaboration to coordinate services, and 4) community policing. The first two components involve the Advisory Committee releasing requests for proposals to fund local agencies to engage in that work. The City of Madison Community Development Department is responsible for administering the mini-grants.

Prior to implementation, the site engaged in a 27-month planning period. The original award period was October 2015 to March 31, 2017. The received three no-cost extensions to extend the planning period through December 2017 (i.e., 27 months total). The proposed plan was youth centric; it has an after school and jobs for youth focus. The site purchased a trailer that can be

⁸ The 2017 grant was not part of our document review

towed by a police vehicle to various events in the community. The trailer has meeting space, chairs, and a grill and is branded with police department logos as well as some of the other partners. Once the Implementation grant started, it took 12 months to receive approval for their Implementation Plan.

Target Area. The Raymond Road Corridor target area is located in the southwest side of Madison. It includes the Russett Road area, a rental enclave, and the larger Meadowood Neighborhood surrounding it; and the Hammersley area, a rental enclave, and the larger Prairie Hills Neighborhoods surrounding it. The corridor is a mix of white middle-class established single residence homes that exist along-side high density, low-income housing occupied by African Americans and Latinx. There is extreme racial and income disparity between the residents in the area. There are also high crime micro hotspots next to low crime areas. While the data do not indicate this area as the most violent in Madison, crime analysis revealed that violent crime was increasing at a rate much higher than the rest of the city. There is a small strip shopping center with a library and national chain drug store that has drawn considerable police resources and there are two neighborhood resources centers in the area.

Youth mentoring. The Advisory Committee selected four local agencies to deliver youth mentoring services in the target area. Two agencies will concentrate on individual mentoring while the other two will concentrate on group mentoring. The awards should be in place by April 1, 2019.

Safe Passages. As of the writing of this report, the sub-grantees for this component had not been awarded. The purpose of Safe Passages is to provide adult guardians for youth in the areas during the times that school is not in session—mainly after school and during the summer—in an effort to disrupt the violence that occurs during these times.

Families and Schools Together (FAST®). [FAST®](#) is an evidence-based program that aims to improve parent engagement and help children thrive by building strong relationships at home. This program will be administered and delivered by the Elver Park Neighborhood Center. They have hired a FAST coordinator and attended program training. They plan to deliver three FAST cycles, each lasting 10 weeks. Each cycle has the capacity to serve about 10 families. The FAST coordinator will also become a FAST trainer (i.e., attend train the trainer). The target audience is middle school children from the three schools that draw from the target area.

Law Enforcement. The CBCR/BCJI project is led by a Lieutenant from the Madison Police Department. The project provides overtime hours for the project coordinator as well as the neighborhood police officer (NPO). They will be employing a “Koper Curve approach” with overtime foot patrols in the target area. The intention of the foot patrols is to engage residents outside of calls for service. Similarly, the NPO works to engage the community and refer residents to services when possible. The NPO also meets monthly with Common Wealth Development, Inc. to discuss police incident reports in the target area. The representative from Common Wealth is a retired Madison Police Department officer.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The project focused on a discrete area with clear boundaries. The Madison Police Department has robust crime analysis capabilities providing the researcher partner with ample police data. They examined micro places based on census tracts (i.e., ~4 square blocks) to identify micro hotspots. Additionally, the research partner conducted focus groups with community members and police officers to help inform the project. The site selected program activities based on both quantitative and qualitative data.

Community-Oriented. The programs put in place by the project were a reflection of the community's wants and needs. Specifically, focus groups with community members showed a need for programming with a youth-centric focus and a jobs focus. The project also held events in the community to get community member buy-in. For example, they held an event when they purchased the trailer to show everyone the types of programming that is available to them. They continue to bring this trailer to events throughout the community.

Spurs Revitalization. The project did not allocate funding directed towards revitalization and there is not a housing component. However, the site does have a good relationship with the Madison Housing Authority.

Builds Partnership. The CBCR/BCJI project is led by an Advisory Committee with members from multiple sectors. The Madison Police Department is the local project manager. Other central partners include Common Wealth Development, Inc., the Elver Park Neighborhood Center, the Theresa Terrace Neighborhood Center, and the local middle schools. While not receiving project funding, a local church by the name of Good Shepherd Church has become a good partner by allowing the project to use their space to host meetings. Additionally, the site has relied heavily on their partnership with the Community Development Division, who is the grant manager to all sub-grantees for the project.

PROJECT OUTCOMES

Successes

The Bureau of Justice Assistance (BJA) approved the site's implementation plan and they have moved forward with implementing their project. They have a cross-sector Advisory Committee that meets regularly and guides the project.

Challenges

Turnover. The site experienced some personnel turnover. The current research partner is not the same research partner that participated in the beginning stages of the planning grant. The original research partner withdrew from the project after three or four months due to differing

ideals about the role of the research partner. Finding and engaging a new research partner took time. The current research partner did not become involved until well into the planning period. There is also a relatively new NPO in the target area. He has only been in that position since September 2018 and is still learning his role and the neighborhood.

Delay. The site was told their implementation plan was approved in September of 2017 but then instructed to revise it. It took almost one year to get the revised plan approved and get the remaining funds released, creating a void in funding. This delay also created a loss of project momentum and extreme let down in the target area. The police department held several press conferences and did press releases about the project that were followed by grant administration delays and no project action and therefore resident skepticism. The site found the repercussions from delays extremely challenging and detrimental to community buy-in. Overall, there was a loss in investment from the community due to these delays, which resulted in a lack of community participation. One project partner voluntarily covered the time where there was no funding otherwise they would have had to lay off the project coordinator. Similarly, the long time-period from the Planning Grant to the actual start of project activities for Implementation Grant created some turnover in partners and overall less active partners.

Federal Grant Management. The site experienced a lack of communication from BJA. Responses to the project team by BJA to request email/phone communication and document submission were often delayed or missing. It took several months for the funds to be released after their implementation plan was approved. They were unaware of the most recent change in CBCR BJA senior policy advisor. Additionally, the site felt that BJA and the Training and Technical Assistance provider (LISC) were lacking sensitivity to the local context and community. Despite the community wanting programming with a jobs focus, the site was instructed to remove the jobs component from their implementation grant despite its approval at the end of the planning grant.

Police Union Rules. While not portrayed as a big issue, the project would like to be able to select the officers for the overtime foot patrol in the target area based on their interests in middle-school aged youth and awareness of the project goals. There are police union rules that govern how over time hours are assigned that may not allow for this strategy.

Sustainability

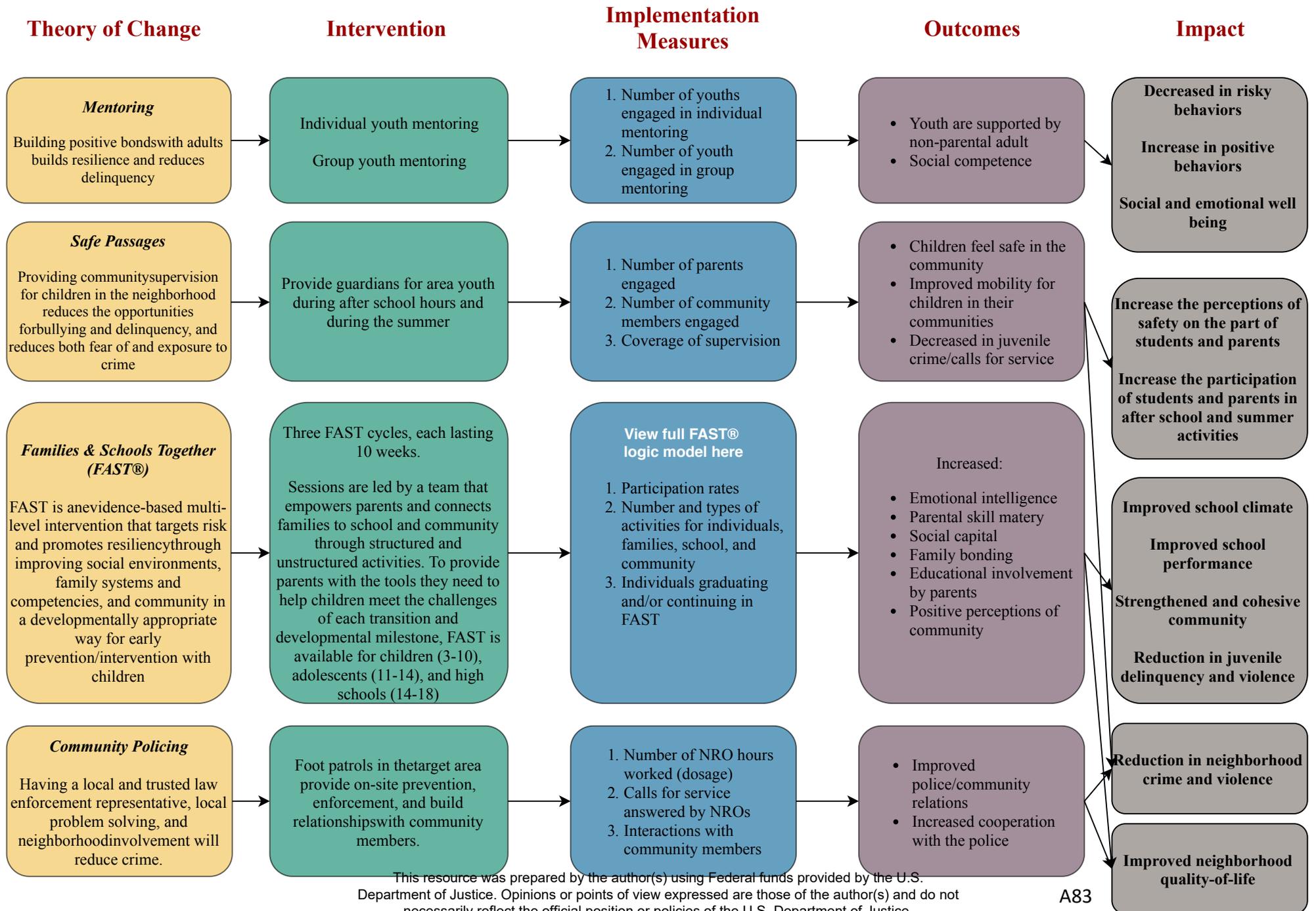
The project has just started and plans for sustainability are not in place as of yet. However, the FAST® component is already set up to be sustained with the hire of a FAST coordinator who will also be a FAST program trainer.

EVALUABILITY

The Madison site has just started implementation project activities therefore a prospective design is possible.

Data	Crime measures from police data are available.
Recommendation for Prospective Evaluation	<p>A prospective evaluation would offer the opportunity to collect additional data. Along with crime measures from police data, we recommend collecting and analyzing the following in <i>both</i> the target and a comparison area <i>pre-</i> and <i>post-</i>implementation:</p> <ol style="list-style-type: none">1. “Averted” crimes, e.g. situations that neighborhood resource officers or overtime foot patrol officers were able to resolve without an official criminal complaint and/or arrest2. Youth delinquency3. Youths receiving mentoring programming4. Youths and adults participating in Safe Passages5. Youths, adults, and families receiving FAST programming6. Resident perceptions of crime, disorder, and cohesion7. Perceptions of the target neighborhood by those who do not live there

MADISON, WI COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



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CBCR Site Visit: Rockdale County, GA

October 4-5, 2018

INTRODUCTION

The Indiana University/RAND research team is conducting site visits as part of the National Evaluation of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Rockdale County, Georgia is a 2014 Planning Site and 2016 Implementation Site (Planning with subsequent Implementation). The fiscal agent is the Rockdale County Board of Commissioners. The target area is a neighborhood called Country Walk/Fieldstone. The site has been 'on-hold' since receiving the 2016 award and has revised their implementation plan and budget three times. They are still awaiting BJA approval of their implementation plan and, consequently, the majority of the project funding. Four team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the project coordinator, fiscal agent, research partner, sheriff's office, code enforcement, court representatives, and target area residents. We toured the target area and received a crime statistics briefing.

CBCR PROJECT ACTIVITIES

The Rockdale County BCJI/CBCR planning grant was spent mobilizing the community, gathering and analyzing crime statistics, engaging partners and leveraging relationships with other government and nongovernmental service providers, creating and changing project plans in response to the guidance of both LISC and BJA, and holding community events. The implementation grant has not started because BJA has not approved the plan or budget. This section will describe the current implementation plan, which has not received approval.

Target Area. The target area is a neighborhood called Country Walk/Fieldstone located in Rockdale County but outside the city proper of Conyers. It was originally built as corporate housing for AT&T. It is a residential area consisting of single family homes and multi-family townhomes. The neighborhood is overwhelmingly renter-occupied (approx. 90%) that turn over annually. This turnover has created instability. The neighborhood problems include trash and other physical signs of disorder, vandalism, drugs and alcohol, and domestic violence. The County does not have a public transit system.

Strategy 1. Implement evidence-based crime intervention strategies to address vandalism, substance use and sales, and domestic violence. The site proposes to utilize a variety of

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mechanisms to reduce crime including: leveraging code enforcement, installing cameras and lights, placing dumpsters for trash collection, using license plate readers, coordinating with businesses, and the engaging the drug task force.

Strategy 2. Community Policing. The site will hire a resource/surveillance officer dedicated to the target area. They intend to have a substation located near the target area.

Strategy 3. Establish and conduct a network of programs for prevention/intervention with youth and adults. The site will hire a project coordinator and two project assistants to establish a network of programs that can be conducted throughout the community. They will also provide transportation, which has been a barrier to accessing services for the target neighborhood residents. They will grow capacity within the neighborhood including forming a community crime watch group, reinvigorating the homeowners' association, offering youth employment opportunities within the government, conducting job readiness and employment training, parenting workshops, and academic tutoring.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The researcher and Sherriff's Office used crime data to produce hot spots maps. The researcher also conducted online and door-to-door surveys. The team will focus on vandalism, substance abuse and sale, and domestic violence, each of which was identified using data.

Community-Oriented. The proposed project responds to some problems articulated by the community; however, many of the approaches suggested by the community were deemed inappropriate by LISC and BJA. The community policing strategy will place a dedicated officer in the target area to respond to community concerns and build relationships. The project coordinator will bring a suite of evidence-based prevention and intervention services to the community and transportation to connect community members to services outside the target area.

Spurs Revitalization. The team worked together to abate one blighted property in the target zone and is working to identify mechanisms to keep that lot clear. The CBCR team is working with code enforcement to encourage absentee landlords to take better care of their property.

Builds Partnership. The CBCR team has members from multiple sectors and regularly meets with a large cross-sector meeting of government and nongovernmental agencies across the county to share ideas and resources. The partnerships have survived the long delays in the project.

PROJECT OUTCOMES

Successes

The project team was able to successfully engage community residents during the planning period. The held several community events and solicited feedback. Despite the project delay, residents are still engaged with the core BCJI working group.

Challenges

Delays. There has been an almost two-year delay on releasing funding for the implementation project, which has been a source of frustration and clear loss of momentum. BJA has asked for several revisions to the accepted project proposal, requiring the team to reanalyze data several times, conceive new implementation strategies, and revise the budget.

The team hired and then had to let go several project related employees.

The site is operating under a no-cost extension, however given the delays, they do not anticipate being able to spend down the entire project budget within the project period.

Pillar Alignment. The proposed project attempted to respond to some of the problems articulated by the community (e.g. "Community Driven"). However, many of the intervention approaches suggested by the community were deemed inappropriate by LISC and BJA (e.g., not "Data-Driven" or evidence-based). The site felt that there may have been a lack of understanding surrounding the community and its needs by LISC and/or BJA

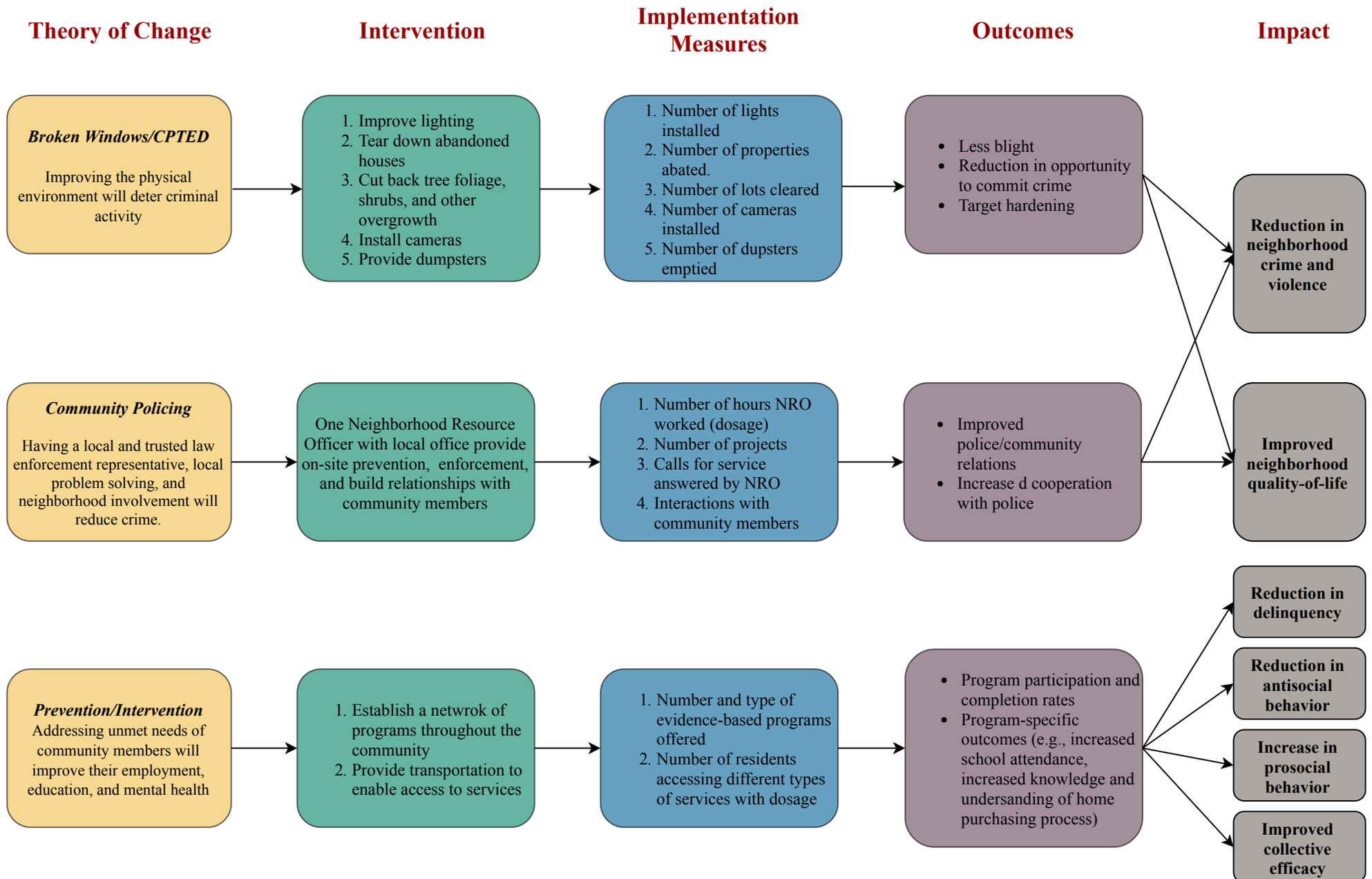
Sustainability

The project has not started and plans for sustainability are not in place.

The Rockdale site has not implemented therefore a prospective design is possible, however, it would be important not to create any more delays.

Data Recommendation for Prospective Evaluation	<p>A prospective evaluation would offer the opportunity to collect additional data. Along with crime measures from police data, we recommend collecting and analyzing the following in <i>both</i> the target and a comparison area <i>pre-</i> and <i>post-</i>implementation:</p> <ol style="list-style-type: none">1. Neighborhood disorder2. "Averted" crimes, e.g. situations that community police officer were able to resolve without an official criminal complaint and/or arrest3. Intelligence provided by community that led to closing criminal cases4. Number of residents involved in various services, including both adult and children receiving education, mentoring, and other prevention and intervention services5. Housing turnover6. Landlord behavior7. Resident perceptions of crime, disorder, and cohesion8. Perceptions of the target neighborhood by those who do not live there
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ROCKDALE COUNTY, GA COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



CBCR Site Visit: Saint Louis, MO

May 23, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Saint Louis, Missouri is a FY 2015 Implementation Site (Abatement Focused). The fiscal agent is the City of Saint Louis Department of Health. The target area consists of two neighborhoods on the Near North Side of Saint Louis. Four team members completed the Violence Reduction Assessment Tool (VRAT). The site is set to close September 30, 2019 after receiving two no-cost extensions. They are exploring requesting one more extension for 90 days. Over the course of the site visit, the research team met with the fiscal agent, project coordinator, research partner, and several program partners. We also toured the target area.

CBCR PROJECT ACTIVITIES

The Saint Louis team set four goals for their project around which they focused their activities: 1) reduce violence and its consequences; 2) improve perceptions of safety; 3) enhance youth engagement in the community, and 4) improve community-police relationships. They set these goals after seeking community input through resident surveys and asset mapping, focus groups, and informal discussions with youth. From there, they developed their strategies. The site also has been able to leverage other existing resources and initiatives in the neighborhood.

Target Area. The target area is located on the North Side of Saint Louis. It consists of two distinct historic neighborhoods divided by a major street: Carr Square and Columbus Square. The population of the target area is 4,643 people. The area includes Section 8 housing as well as warehouses and vacant parcels. Within the target area, the team identified three hotspots. First, Hogan Street and Murphy Park Drive is a mostly residential area where felony assaults, burglaries, and larceny occur. Second, Manhattan Place and 9th Street is also mostly residential where public order crimes and domestic assaults occur. Third, Cass Avenue and 13th Street is mostly a commercial area where drug dealing, larceny, and assaults occur. The target area is part of the larger Near North Side STL Choice Neighborhood Initiative catchment area (2014 Planning; 2016 Implementation). The target area is also part of The Youth Violence Prevention Project catchment area, a local violence prevention initiative.

Creative Placemaking. This program component was led by the Center of Creative Arts (COCA) for the purpose of increasing utilization of Murphy Park. COCA facilitated the design and painting

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of a mural by community members which they plan to install in Murphy Park. As of the writing of this report, the mural is complete and installation is pending. The site is also planning a project where they will board up abandoned houses and complete an art project at the abandoned bus station.

Place-based Strategies. This program component consisted of improving lighting, installing closed-circuit television cameras, purchasing license plate readers (LPRs), and improving signage. A major concern expressed by the residents was poor or inadequate lighting therefore lighting became a major component of the Saint Louis project. They focused on upgrading existing street lighting to LED and adding pedestrian arms to light up walkways. They utilized Citizen Service Bureau lighting related call data, project surveys, as well as their own assessment to inform exact locations. The locations for the closed-circuit televisions and LPRs were selected in collaboration with the police department and connected to the Real Time Crime Center for monitoring.

Youth Employment. The St. Louis Youth Jobs program focused on providing jobs to youth between the ages of 16 and 24 during the summer when school was out. Program participants completed an intake assessment with a job coach and received job readiness and financial literacy training. It provided youth with a positive way to spend their summer while also helping to build transferable workplace skills.

Professional Development Trainings. There were two programs that focused on training teachers and community stakeholders in restorative justice practices and conflict resolution. First, the Knowledge is Power Program! (KIPP) Restorative Justice program provided training on restorative justice practices for teachers and included four training sessions on restorative circles. The training segment of this program is complete and teachers are currently implementing this program in the schools. Second, the Lift for Life Conflict Resolution Training involved training community stakeholders on how to teach youth to resolve interpersonal conflicts constructively. While the site brought in someone to provide this curriculum, they found that it was not a good fit for the neighborhood and no longer use this individual.

Mental Health Support. The CBCR/BCJI project sought to increase access to mental health services for residents in the target area by implementing programs for youth and crime victims. The Keep Healing and Overcoming Struggles (KHAOS) kids program teaches kids in schools about mental health and coping. The course is offered in both the elementary and middle schools and takes place every week over a semester. This program also includes counseling for kids, support groups for moms, and professional development seminars for teachers and parents. The second program is the Crime Victim Center, which supports victims of crime through counseling and professional development workshops for the community and service providers.

Neighborhood Stabilization and Outreach. The CBCR/BCJI project focused on neighborhood stabilization and outreach through three types of programming. First, the site plans to hire a strategic coordinator and use the Youth and Family Center as the neighborhood hub, which includes a community store where residents can purchase food, etc. Second, project partner

Urban Strategies, Inc. has a Street Team consisting of residents who share flyers and information with community as well as a Community Café where residents can gather for engagement events. Third, the site has a Carpenter’s Apprentice and Father’s Support Center, which has trained nine men and women on federal and state probation, as well as residents from the community, to rehab nuisance properties.

Police/Community Relations. Calls for service meetings focusing on the Preservation Square Community, which is in the Carr Square area, occur monthly. The community outreach coordinator from Urban Strategies, Inc. leads the meeting using data analysis provided by the research partner. The meetings are attended by property management, a case manager assigned to the complex, and residents. The police and complex security attend semi-regularly. The research partner presents information about the previous month based on the calls for service to the complex. The research team responds to concerns and questions about crime trends in the complex as well as looks for patterns where some sort of police or case worker intervention may be appropriate (e.g., several domestic violence calls to a residence). The case manager assigned to the complex provides information on whether the call originated with someone in case management and, if appropriate, reaches out to the citizens involved to provide service referrals.

The site did have a SLMPD Community Engagement Officer, however, this officer was moved to another district.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The Saint Louis team utilized several sources of official data as well as conducted their own resident surveys. The official data sources include census data, SLMPD crime data, calls for service, and arrests as well as citizen service requests made to the Citizen Service Branch. The city provided Citizen Service Bureau request data. The research team sought extensive community input about safety issues, assets, needs and problems through surveys, focus groups and informal discussions. These data informed the hotspot identification as well as programming.

Community-Oriented. The Youth and Family Center is located in the target area and serves as the neighborhood hub. Urban Strategies, Inc. coordinated the Street Team and works to get residents engaged in events like National Night Out and other events aimed at building and improving police-community relations.

Spurs Revitalization. CPTED was a significant focus of the project. Improving lighting was a major component of the project. Additionally, the Carpenters Apprentice program (a project service provider) boarded up over 200 nuisance properties near the target area. The project also included creative placemaking which beautified and improved the physical appearance of specific locations in the target area.

Builds Partnership. The CBCR/BCJI team has members from multiple sectors. Their cross-sector team consists of three core project partners, University of Missouri – St. Louis, the City of St. Louis Department of Health, and Urban Strategies, Inc. The St. Louis Metropolitan Police Department (SLMPD), while not receiving any funding, is also a partner. Additionally, the project has connected to other broader revitalization efforts including the Near Northside Choice Neighborhood Initiative and local initiatives including the National Geospatial-Intelligence Agency the St. Louis Violence Prevention Commission and Youth Violence Prevention Partnership.

PROJECT OUTCOMES

Successes

The Bureau of Justice Assistance (BJA) approved the site’s implementation plan and they have moved forward with implementing their project. They had excellent engagement from the health department.

Challenges

Delays. Due to the multiple project delays on the government contracting side, the team needs additional time to complete their project and allow adequate time for an outcome evaluation. Similarly, the site spent a lot of time in the planning phase and it took some time to get the implementation plan approved by BJA. During the grant period, there was an unanticipated change in DOJ policy limiting the number of no cost extensions. The project team would have sequenced their project differently had they known that DOJ would not allow them to extend the project period due to delays caused by BJA. There were also major delays getting the funding processed.

Agency Capacity. Some service provider agencies fell short of what they said they would do or were too aggressive in their scope, and some were not culturally competent. There were also some issues with service providers not having the capacity to accept the funds as a subgrantee and, for example, meet the necessary invoicing or reporting requirements. The CBCR/BCJI team would have liked to provide some over-time money for SLMPD officers however being able to get officers to work the overtime hours was not feasible due to departmental understaffing issues.

Turnover. The project coordinator position, filled by Urban Strategies, Inc, has turned over three time thus far in the project. Fortunately, disruption was minimized because Urban Strategies filled the position with someone from within their agency who was familiar with the CBCR/BCJI program and therefore they were not starting over each time. There was also turnover in project representation from SLMPD. A new Chief was appointed in December 2017, understaffing issues as well as promotion created some issues with consistent SLMPD representation. The site tried to employ a Community Impact Coordinator through the Youth and Family Center but that position did not work out.

Bureaucracy. The bureaucracy of the City of St. Louis proved challenging for the project. It required them to seek a special exception with the Department of Justice to get one of their no-cost extensions granted early so they could issue contracts with service providers.

Unaddressed Trauma. In the beginning, the project did not build in any components to address the unmet needs of the target area residents as it related to trauma. They also had issues with programs not exhibiting cultural competency. However, when trauma emerged as a major issue, they were able to adjust their programming to better address the problem.

Saturation/Fatigue. The target area is the focus of many initiatives and therefore is saturated with programming. Service agencies have found it difficult to get people in the door. Similarly, residents are experiencing a lot of survey fatigue and are not confident anything good will come from it.

Federal Restrictions. Not being able to purchase food for meetings or programming involving residents due to federal restrictions is an obstacle in an area that is a food desert. Similarly, the federal restriction on construction was counterproductive when CPTED and removing blight was a large focus of the project.

History of Police Relations. Residents and project team members have separately noted that the culture within the police department is to not engage with residents beyond attending meetings and showing up at planned events. This culture is coupled with a history of strained police/community relations.

Geographic Barriers. The CBCR/BCJI team found it difficult to get people leave their neighborhood for services and programming. A street that runs between the two neighborhoods (Tucker Boulevard) was an actual physical as well as a symbolic barrier.

Sustainability

The site estimates they are 70% complete with implementation. The target area will continue to benefit from all the lighting work, the creative place-making mural and the relationships established with existing Choice Neighborhood and regional initiatives. The LPRs and high visibility cameras will continue to help law enforcement and the community in the future. The site is in the process of hiring a strategic consultant to help develop a plan for stabilizing the Youth and Family Center for the future. Finally, the CBCR/BCJI team successfully got the target area ZIP code added to St. Louis Youth Jobs catchment area so this program will continue to serve youths in the area.

EVALUABILITY

The Saint Louis site has not yet completed all project activities so an evaluation would either have

to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

**Data Availability
for Retrospective
Evaluation**

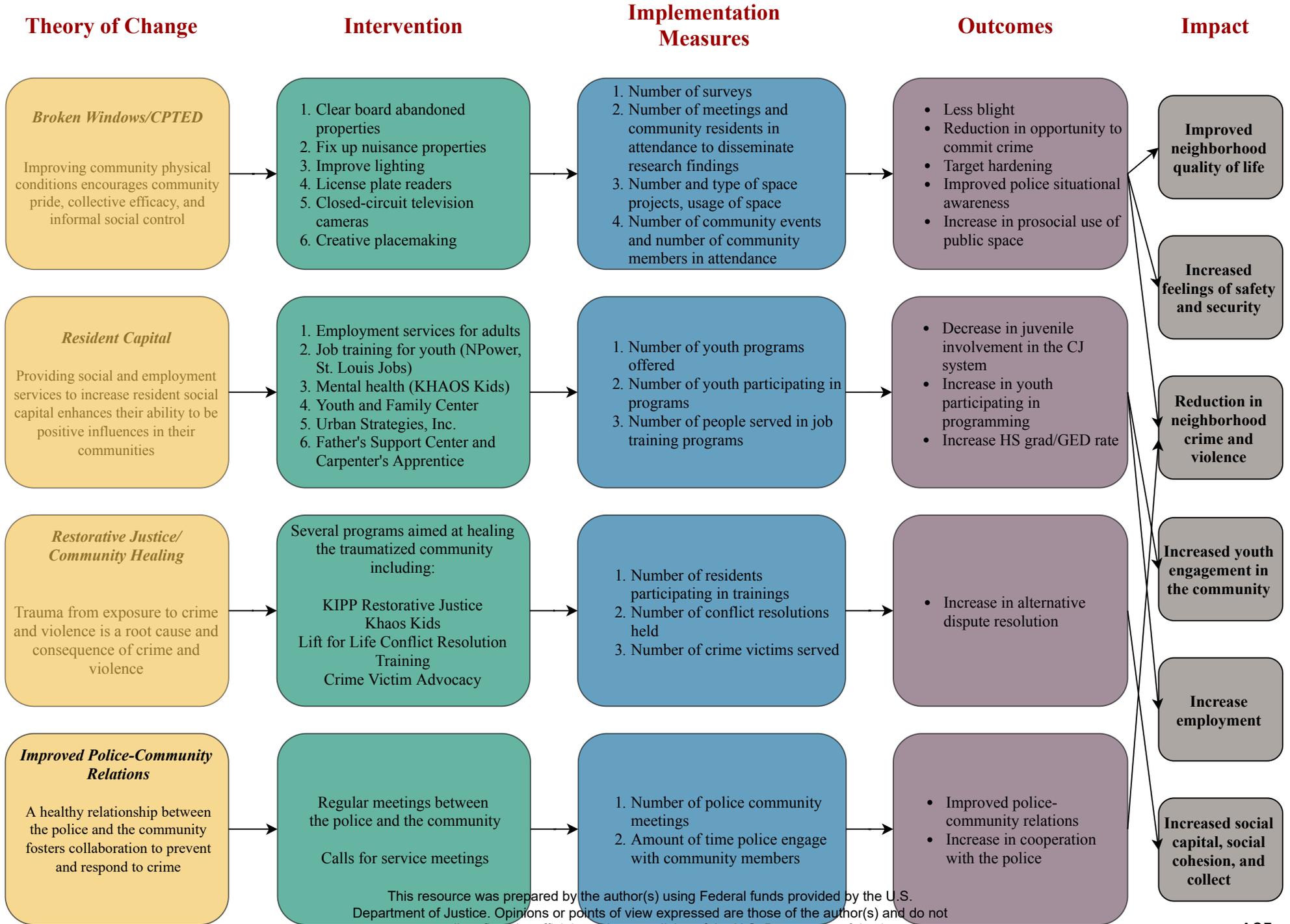
The St. Louis team collected a lot of data in the target area throughout the project, including:

1. Official crime reports from the police department
2. Calls for service and police activity
3. Arrests
4. City service requests from Citizen Service Bureau
5. Juvenile court and school discipline records
6. Systematic neighborhood observation
7. Neighborhood focus groups
8. Almost 700 resident/household surveys
9. Neighborhood asset and problem map generated by the residents
10. Informal youth discussions

**Data
Recommendation
for Prospective
Evaluation**

A prospective evaluation would offer the opportunity to collect additional data in comparison areas, although it would be labor intensive to get all the same elements that were collected in the pre-treatment period (data sources 1-10). Continuing the project in the original location would allow researchers to observe and measure what happens when the project reaches completion, but they will not have pre-treatment measures for any comparison area. If a new location was funded that followed their model, it would be difficult to recreate some of the contextual elements (e.g., other programs operating in the current target zone). However, the project team has ample documentation to use if they were going to replicate it.

SAINT LOUIS, MO COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



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CBCR Site Visit: San Francisco, CA

October 11, 2018

INTRODUCTION

The Indiana University/RAND research team is conducting site visits as part of the National Evaluation of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

San Francisco, California is a 2013 Planning and Implementation site (P&I: Programming Focused). The fiscal agent is the Office of the District Attorney, City and County of San Francisco. The target area is an area called Bayview. The site finished project activities in December 2017 and officially closed in March 2018 however some aspects of the project have been sustained. Four team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the project coordinator, victim advocate supervisor, embedded victim advocate, neighborhood prosecutor, research partners, and service provider grantees. We also toured the target area.

CBCR PROJECT ACTIVITIES

The San Francisco, CA BCJI/CBCR project, called 'Safer Together' dedicated the majority to their funding to local community-based organizations. Instead of focusing on crime prevention, the project addressed the harm caused by violence, acknowledging that the trauma from exposure to crime and violence can also cause crime and violence. To accomplish this goal, they solicited proposals from organizations to provide trauma-informed care and funded four projects through mini-grants. During the planning period, they realized that a lot of the local community organizations that might apply for funding did not actually have the capacity to respond to the Request for Proposals (RFP) and subsequently properly manage a sub-award.

The site engaged in a 14-month planning period. They used existing crime and survey data about the target area to help guide their project rather than re-survey community members. They also developed and delivered a 2-day convening and training to help build a common knowledge around trauma-informed victim services related to youth, teens, etc. About 70 people attended the training. The SFDA's office release the RFP at the end of the training. There were 14 applicants for funding, of which four were selected. The four organizations provided trauma-informed care to community members, including youths and adults. The project also funded a dedicated victim advocate and neighborhood prosecutor to improve the criminal justice response to violence and build community trust in the government.

Target Area. The target area is an area called Eastern Bayview. It is a historically African American area but more recently has been become more diverse. San Francisco is six percent African American. The area is physically remote, located in the far southeast corner of San Francisco. There is no grocery store or bank in the area. There are gangs in the area, however they are less organized. The borders for the target area align with the 2011 Choice Neighborhood Implementation grant boundaries

There is a big movement in San Francisco (Hope San Francisco) to revitalize the public housing in Bayview (Hunters View and Alice Griffith), where there are low levels of government trust.

Embedded Victim Advocate. A dedicated victim advocate, employed by the SFDA's Office, worked with community members and crime victims to help them access housing, employment, legal services, health and mental health, and victim compensation.

Neighborhood Prosecutor. The neighborhood prosecutor collaborated with local police officers, residents, and SFDA prosecutors to identify community needs, develop solutions, and focus the SFDA's efforts on the public safety issues of highest importance to the community. The prosecutor worked to build connections between the SFDA's Office and community stakeholders, enhancing the accessibility of the criminal justice system, and strengthening the community's trust in law enforcement. The prosecutor also charged some cases through the traditional court process and, in certain instances, personally handled cases that were of particular importance to the neighborhood.

Youth Trauma-Informed Services. The 3rd Street Youth Clinic provided trauma informed therapy for youths and young adults aged 12-24. They used the project-developed trauma-screening and either provided services or referred other community-based organizations; in addition, grant-funded staff provided "Mental Health First Aid" training to a number of other community-based organizations in the target area. The Homeless Children's Network (HCN) also provided trauma-informed counseling, advocacy, and case management to children and families. Sojourner Trust Foster Family Services Agency provided mentorship and supportive services to foster girls and young women ages 10-21, focusing on anger management and risky sexual behavior.

Trauma-Informed Services for Adults. Rafiki Coalition on Health and Wellness held resiliency circles and provided individual coaching with a focus on healing from trauma. They also held community events and activities, including a Black Health and Healing Summit that focused on Post Traumatic Slave Syndrome that described the relationship between current and historical stressors and strategies for healing and self-determination. Healing 4 Our Families and Our Nation held healing and restoration circles for community members who experienced violence (including victims, perpetrators, and their families), including ongoing healing spaces, and private and family support. They also held community healing vigils.

ALIGNMENT WITH CBCR PILLARS

Data and Research. The SFDA’s Office used existing crime data and surveys to inform the needs of the target area due to well documented survey fatigue in the area. During implementation, the research partners worked with the grantees to improve their capacity to collect and utilize data. The project developed their own instrument to measure progress in processing trauma from “in crisis” to “thriving.” This tool was used to track clients across all services and continues to be used by some service providers, including District Attorney Victim Advocates.

Community-Oriented. The majority of the project funds were funneled to community-based organizations who worked directly with residents in the target area. The small portion of funding that remained at the SFDA’s Office was used for an embedded victim advocate who was located in the target area. The services were all tailored to meet articulated community needs. They also used culturally-appropriate activities such as healing and restoration circles and brought in experts and educators who specialize in trauma within disadvantaged minority communities. Services were delivered in the community, including all the service providers and victim advocate.

Spurs Revitalization. The CBCR target area aligned with the Choice Neighborhood Implementation Grant boundaries. However, no program funding was spent directly on revitalization.

Builds Partnership. The CBCR team has members from multiple criminal justice and community-based organizations. The community-based partners are embedded in the target area. The relationships between these organizations and the SFDA’s Office remains strong, even after the end of the funding. The Neighborhood Prosecutor built strong partnerships within the community and held several youth-oriented programs.

PROJECT OUTCOMES

Successes

The SFDA’s Office hired an expert in trauma to oversee their Victim Services Division. This person remains in place.

The evaluator took an active role helping the sub-grantees figure out a way to document change with their clients. They were instrumental in the development of the instrument to measure progress in processing trauma.

Cohesive approach to trauma. All the partners were on board with using a trauma-informed orientation. Safer Together and each of the partner organizations held many trainings and meetings to support and advance trauma-informed care. They also promoted self-care for service providers who are exposed to vicarious trauma through this work. They created and adopted a common tool to track progress on trauma recovery.

Diffusion. Safer Together helped spread the trauma-informed mindset both within the target community and across the city. In San Francisco, the Department of Public Health (DPH), San

Francisco Unified School District (SFUSD), and HOPE SF (San Francisco's large-scale public housing revitalization initiative launched in 2008) have all formally adopted trauma-informed approaches.

Trust and Collaboration. The project provided dedicated time for community-based organizations to build relationships with the SFDA's office. Through this partnership, they have been able to access more services and help their clients navigate the legal system, including community members who were previously wary of engaging with law enforcement/government.

Challenges

Administrative: It took the site about nine months to get everything in place administratively so they could actually begin program work. It took a while to get the City to accept the grant through the standard local government process and they had to justify a sole source contract for the research partner.

Partner Capacity. There were grant capacity issues with some potential service providers in that they did not have the capacity to respond to the request for proposals. Similarly, the site had to work closely with some of the sub-grantees to ensure they were able to meet data collection, invoicing, or reporting requirements.

Turnover. A new Chief of Police was sworn in about half way through the implementation period. And, there were three different station Captains during the grant period. The original research partner, although not located in San Francisco, was someone who had worked on a similar project in another jurisdiction. However, this person left the organization and the site found it too difficult to work with a research partner that did not have a local presence. They changed research partners one year into the implementation period to a local organization that had done a lot of work in the target area. The remaining budget for the research partner was minimal.

Influential Events. There were several high-profile police action shootings in the target area during the project, as well as other police scandals, which culminated in the resignation of San Francisco's Chief of Police. The SFDA's Office subsequently convened a local Blue Ribbon Panel and the US Department of Justice Office of Community Oriented Policing Services (COPS) conducted a review both of which resulted in over 200 hundred recommendations addressing police practices.

Image/Climate: The SFDA's Office felt that there were some really good local organizations that simply did not apply for the mini-grants because they did not want to be "tied-to" the SFDA's Office. A partnership of this sort would not be deemed as positive.

Food. Given the community focus to bring people together, the federal restriction not allowing the purchase of food or drink was especially cumbersome. Attendees noticed and commented on it regularly in evaluations etc.

Sustainability

All the funded organizations existed in the target area before the CBCR project and have continued work after the end of the mini-grants; however, their ability to dedicate time to collaboration and joint projects no longer exists. The SFDA's Office has found other funding mechanisms to maintain the neighborhood victim advocate position and has secured funds to replicate the model created through the CBCR project in another high-need San Francisco community.

EVALUABILITY

The San Francisco site is no longer active, so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation.

Data Availability for Retrospective Evaluation

1. Client healing. Systematic data on client healing was collected using the rubric developed by the project partners. According to analysis by the research partner, 67% of clients improved in connectedness by at least one level and 75% improved in awareness of hurt and pain by at least one level.
2. Community perceptions. The research partners informed us that the community has expressed research fatigue, and therefore there is no community level data on trauma or perceptions of the legal system.

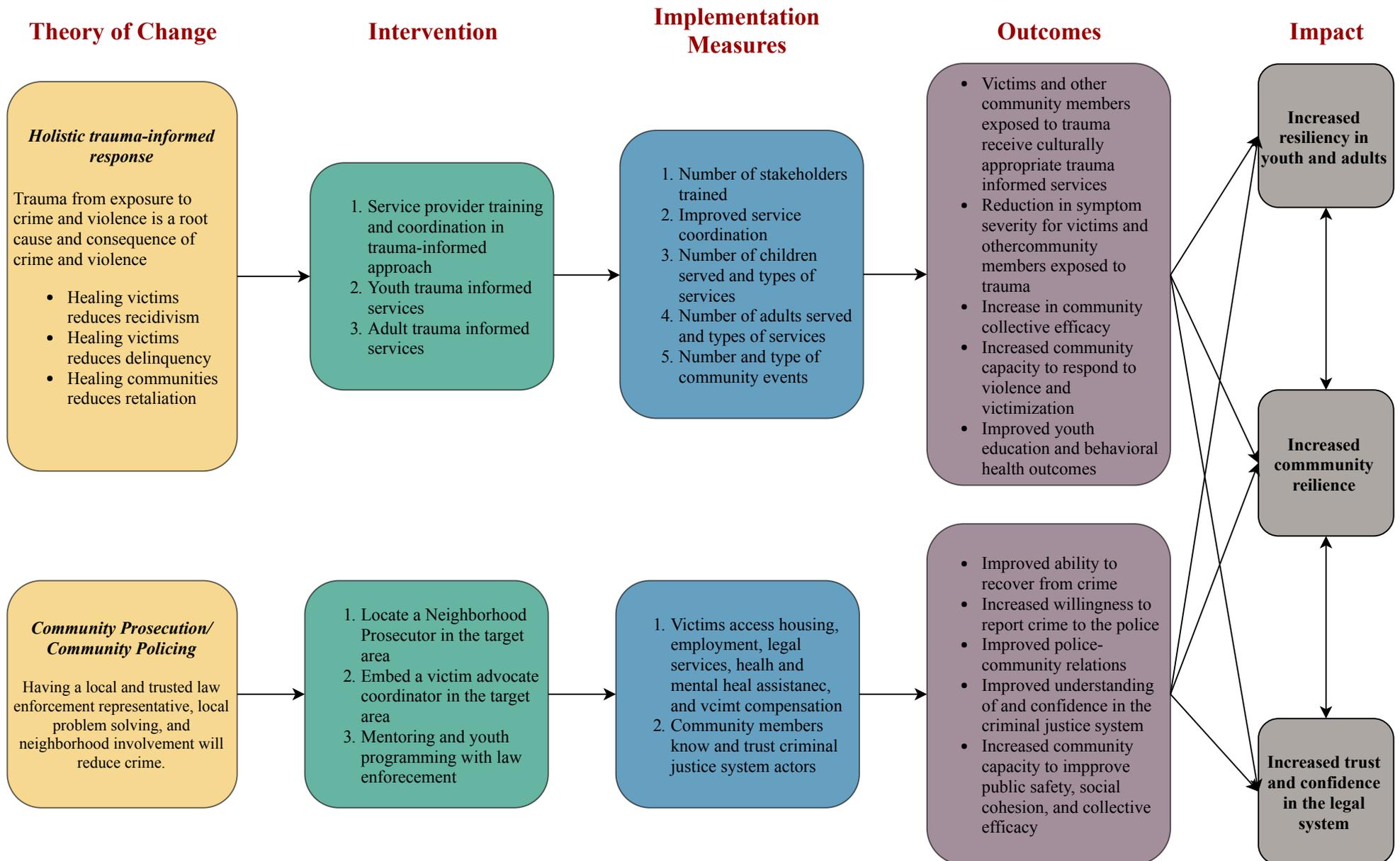
Data Recommendation for Prospective Evaluation

A prospective evaluation would offer the opportunity to collect additional data. If the project continues for evaluation purposes, along with the client trauma rubric, we recommend collecting and analyzing the following in *both* the target and a comparison area *pre-* and *post-* implementation:

1. Resident perceptions of violence, community cohesion, racism, community trauma, and the legal system.
2. Services accessed by victims
3. Victim perceptions of victim services and legal processes

Service provider knowledge and use of trauma-informed approaches

SAN FRANCISCO, CA COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



CBCR Site Visit: Tampa, FL

September 6-7, 2018

INTRODUCTION

The Indiana University/RAND research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

Tampa, Florida is a FY2013 Planning and Implementation, Category 2 Enhancement Site (P&I: Social Services Focused). The fiscal agent and project manager is the Tampa Housing Authority. The target area is in Ybor City in Tampa, which was later extended into the Central Park area. The site officially closed in March 2018 however some aspects of the project were still active during our September 2018 site visit. The project period included two no-cost extensions, one for one-year and a second one for 6 months. Four team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the project coordinator, research partners, police department, case manager, community member advocate, and the Tampa Hillsborough Homeless Initiative. We also toured the target area as well some low-income housing developments in the Central Park area.

CBCR PROJECT ACTIVITIES

The Tampa CBCR/BCJI project has three main components which were focused on individuals experiencing homelessness: 1) progressive homeless outreach, 2) housing-based case management, and 3) agency collaboration to coordinate services.

The site engaged in a 15-month planning period. The site first approached the program as a crime reduction program but realized it was not that – it was instead about improving the lives of those experiencing homelessness. The original target area coincided with the Choice Neighborhood boundaries but was expanded after the planning period process.

Target Area. The target area is a historic district just outside of downtown Tampa that has been the focus of considerable redevelopment in recent years. Ybor City has slowly changed from mainly entertainment-focused to mixed-use. The area is full of restaurants and bars with emerging residential and business components. It is a 2012 Choice Neighborhood and well as part of the Neighborhood Stabilization (2) Program ([Neighborhood Stabilization Program](#)). The BCJI team identified and worked in a second target area nearby that the Housing Authority has been redeveloping.

Progressive Homeless Outreach. The biggest programmatic component of the project was proactive outreach and engagement with the homeless population in the target area. This effort revolved around a strong partnership between the Tampa Police Department Homeless Unit's

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Progressive Resource Officers and the BCJI case worker. Outreach efforts focused on education and encouragement, referral to services, and, only as needed, enforcement and criminal justice. The police/civilian outreach team worked progressively to gain the trust of all the individuals experiencing homelessness in the target area with the goal of eventually getting each client engaged in services and housed.

Housing-Based Case Management. The Tampa site employed the Housing First assistance model. This model views permanent housing as the foundation for recovering from homelessness. It is client centered, trauma informed, and involves the local community. Housing First does not require that homeless individuals address behavioral health problems or mandate certain conditions before they are allowed to access housing. Once housed, the team continues progressive outreach to try and engage the individual in other supportive services to move the individual toward self-sufficiency. The team also provided supportive services to clients who were not housed or ready to make the transition into permanent housing.

Agency Coordination. The BCJI team used the project to bring together over 60 community service providers who work with the homeless population to address homelessness through the coordination and stabilization of services. This service coordination leveraged the capabilities of each agency, decreased the duplication of efforts, and built partnership and collaborative problem solving. The team reported that they were able to engage this group of agencies by demonstrating how much more successful each organization could be at reaching their own institutional goals by working together. They succeeded in getting all the partners to sign a Memorandum of Understanding and use the Homeless Management Information System (HMIS) which tracks each client across multiple agencies.

ALIGNMENT WITH CBCR PILLARS

Data and Research. We were unable to assess the planning data analysis because there was turnover in the research team. The project began with a focus on one discrete target area with clear boundaries and then expanded to a second area also with clear and discrete boundaries. Law enforcement uses data they collect to demonstrate the return on investment, which they estimate to be 3:1.

Community-Oriented. Ybor City used to be known as a place to go party, but now the community includes residents, families, businesses, and visitors. They have a public safety committee that works with law enforcement and regulatory agencies. The site responded to community concerns as they related to the homeless population. Specifically, they were concerned with businesses and residents feeling safe and secure and for the target area to be a place where people could “work, play, and live.” The partners report that there is a new sense of community pride.

Spurs Revitalization. The target area was the focus of a considerable amount of Housing and Urban Development (HUD) money geared towards revitalization. It is a 2012 Choice Neighborhood and part of the Neighborhood Stabilization Program. While the BCJI project did

not allocate funding directed towards revitalization, it complimented the other federally funded efforts, which included building new affordable housing and recreational space, fixing up properties, and tearing down decaying properties. They also used some Crime Prevention Through Environmental Design (CPTED) principals, including moving benches and improving lighting.

Builds Partnership. The BCJI team consisted of members from multiple sectors and they reported that they were able to successfully break down preexisting silos. The Tampa Housing Authority was the local project manager. Other central partners included Tampa Hillsborough Homeless Initiative (THHI), the Salvation Army, Tampa City Attorney’s Office, Tampa Bay Community Development Corporation, Ybor City Development Corporation, Hillsborough County Public Schools School Board, and the Salvation Army. THHI was the lead agency in coordinating all the other organizations, providing the centralized data system (HMIS) and portable tablets to organizations that did not already have the capacity to access the system. The Salvation Army, while not receiving any grant funds, was an important partner to the project. They donated beds in-patient for homeless clients referred through the BCJI effort. They also “held” beds for BCJI clients two days per month – meaning that if a client wanted to go into housing one of those days, there was no wait. There was also one locked in-patient treatment facility the project team worked with for client with more serious needs.

PROJECT OUTCOMES

Successes

The project team reports that the project has been very successful meeting its goals.

Physical Environment. The BCJI team reports that the neighborhood has been transformed in Ybor City. The historical architecture has been retained, but the buildings have been renovated and are now occupied by a variety of businesses. More residential buildings are opening in this neighborhood as well. The second target area is undergoing major redevelopment with the addition of several large mixed-income residential buildings by the Housing Authority and a park.

Crime. The research team conducted surveys in Ybor City and found that the majority of residents, business owners, and visitors report feeling safer than a year ago and very few reported feeling less safe. They found a decrease in Part II crimes in the original target area. There was also a decrease in individuals experiencing homelessness and an increase in the use of supportive housing during this period.

Community. The BCJI team reported that the community has transformed. The research team showed a decrease in the number of individuals experiencing homelessness in the original target area, along with an increase in the use of supportive housing. The team reports that the TPD Homeless Liaison Officers and the BCJI case manager have developed strong relationships with the homeless community and know most of them by name. The researchers also accessed Tampa Planning Development data on building permits and found that there is significantly more

development in the target area and the development is larger in scale than prior to BCJI (which coincided with other HUD grants in time).

The site created a “Large Homeless Outreach” fair. The quarterly event includes a growing number of agencies that work with the homeless that co-locate for one event. Individuals experiencing homelessness as well as others in need can attend and obtain various services.

Challenges

Turnover. The site experienced minimal personnel turnover with the project staff. The original research partner withdrew from the project to pursue other work. The current research partner was not part of the planning period and did not become involved until more than a year into the implementation period.

Delay. The planning period took longer than they expected – 15 months. There was also a three-month time period (October-December 2017) when the project police officer had to be reassigned away from the project.

Programming. The largest challenge the team had with implementation was with recruiting a clinician. The project design called for the hiring of a behavioral health clinician who would work with the homeless clients. Instead, the partner agency hired three part-time outreach workers because there was a lack of understanding about what the need was for the project. Due to the nature of these positions, there was high turnover and the site ended the contract. A licensed clinician was never part of the project.

Sustainability

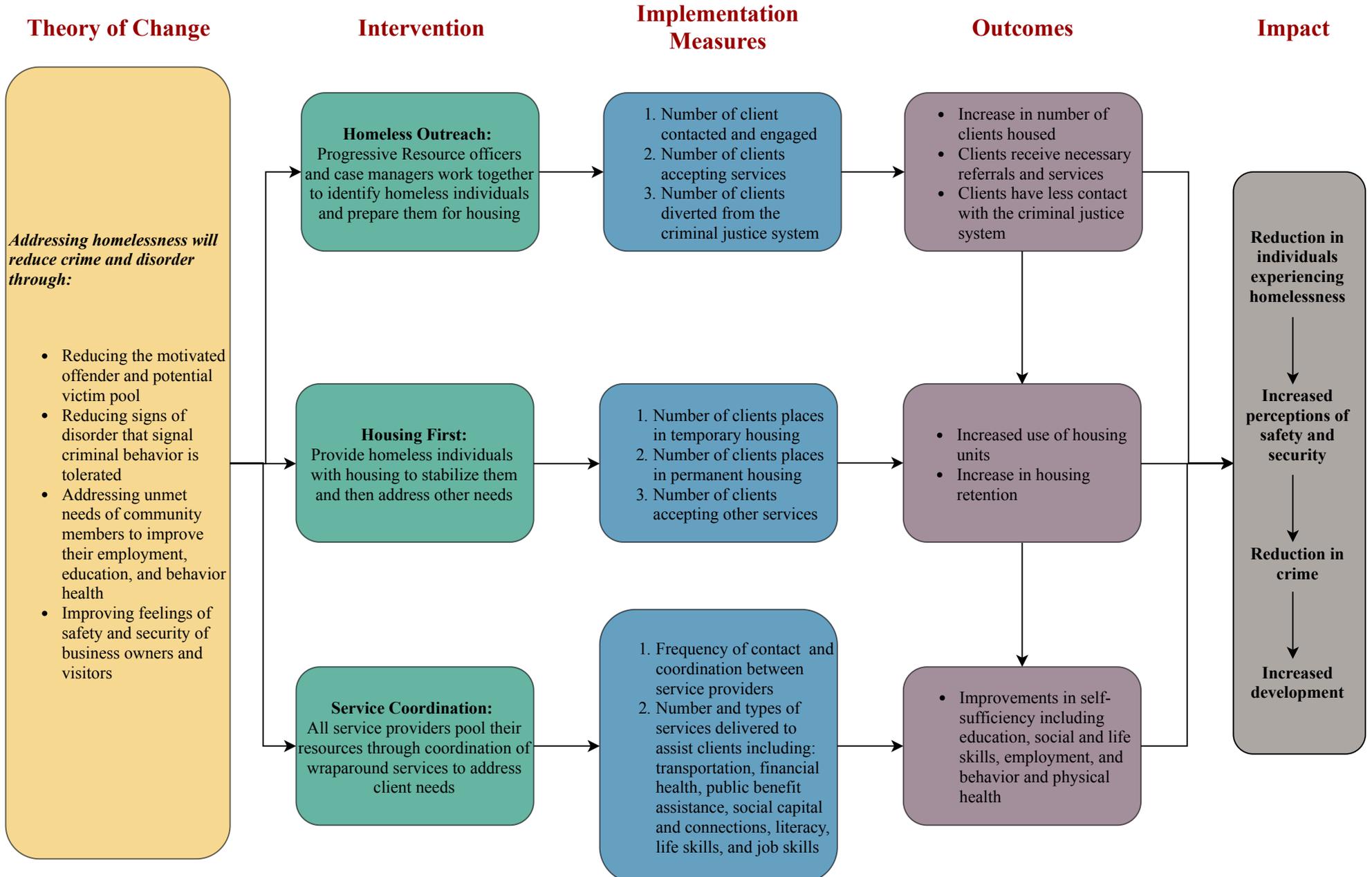
The day-to-day operations of the project fell to the BCJI case manager and the TPD Homeless Unit officers. All positions remain intact after the close of the project however the scope and duties of each of these positions has expanded. Progressive engagement will continue as well as other grant related activities however, they cannot focus solely on Ybor City. The collaboration between the partners will also continue however a new funding source for material items and dedicated personnel has yet to be identified. The partners will continue to use HMIS. The “Large Homeless Outreach” fair that began as a result of the project and will continue.

The Tampa site has completed project activities, so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation. There are multiple considerations for any evaluation – implementation, data, and design – all of which will be discussed for each option below.

Data Availability for Retrospective Evaluation	<ol style="list-style-type: none"> 1. <i>Crime.</i> The researcher collected monthly Part I Crime UCR data in every “police grid” for five years. They also collected Part II crimes for the entire target area. There are serious limitations to using only police recorded data because the intervention involved changing the way law enforcement actually enforced code violations and minor crimes. The Progressive Resource Officers were instructed to only enforce violent crime, and therefore, code violations and other public ordinance crimes would decrease by program design. 2. <i>Court.</i> The researcher collected docket information from the Tampa Municipal Code Enforcement Court on homeless individual cases in the Tampa. All data were geocoded. The Municipal Code Enforcement Court is a problem-solving court where the majority of clients are homeless. 3. <i>Community Involvement/Engagement.</i> The researcher conducted face to face surveys with three interest groups to gauge perceptions of public safety in the target area. While not methodologically rigorous with their sampling methods, they interviewed residents, businesses, and visitors in the target area. There are not pre- and post-implementation measures because the current researcher partner was hired mid-way through the implementation period. There are no data from any comparison group. There are no data on use/success of social services by homeless clients to assess its impact. 4. <i>Neighborhood.</i> The researcher collected information from building permit applications looking at the estimated values of permitted projects. There are no quantitative measures of neighborhood disorder to examine pre- and post-implementation to retrospectively examine changes. 5. <i>Point in Time Count.</i> There is an annual point-in-time count conducted led by THHI. A point-in-time count is an unduplicated count on a single night of the people in a community who are experiencing homelessness that includes both sheltered and unsheltered populations. 6. <i>Homelessness Management Information System (HMIS).</i> All agencies entered their data into the HMIS system during the project. These data include individual-level service delivery, which could be used to understand implementation, service use, and individual-level outcomes.
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Data Recommendation for Prospective Evaluation	If the project is replicated for evaluation purposes. We would recommend collecting and analyzing the same data sources, in addition to following in <i>both</i> the target and a comparison area <i>pre-</i> and <i>post-</i> implementation. The data in the HMIS could be used to follow-up with individuals.
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TAMPA, FL COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



CBCR Site Visit: West Albany, GA

August 23-24, 2018

INTRODUCTION

The Indiana University/RAND research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

West Albany, Georgia is a FY2013 Planning and Implementation Site (P&I: Abatement Focused). The fiscal agent is the Georgia Department of Health located in Atlanta, Georgia. The target area is located in West Albany, Georgia, about a three-hour drive from Atlanta. The project is managed locally by the Albany Housing Authority. The site was still active during our August 2018 site visit although the project is ending September 30, 2018. The project period included two one-year no-cost extensions. As of the site visit, the project work has mostly concluded – they are in the evaluation phase. The research partner is working on the final report and they are paying final invoices, etc. Four team members completed the Violence Reduction Assessment Tool (VRAT). Over the course of the site visit, the research team met with the project coordinator, research partner, and police department. We toured the target area and met with the Public Safety Working Group.

CBCR PROJECT ACTIVITIES

The West Albany CBCR/BCJI project has three main components: 1) Behavioral Health, 2) Law Enforcement, and 3) Crime Prevention Through Environmental Design (CPTED).

Target Area. The target area is a public housing complex known as CME. Its residents are mainly poor, unemployed African Americans. It is a Choice Neighborhood.

Behavioral Health. Aspire Behavioral Health and Developmental Disability Services (Aspire) is the main behavior health partner. Aspire is a public, non-profit organization providing mental health, addictive disease, and developmental disability services to community members in Dougherty and surrounding counties. Aspire opened a satellite location in the target area and hired a project funded clinician who went door to door conducting behavioral health outreach. At first, the clinician accompanied the neighborhood resource officers (NROs) while doing outreach. After realizing this procedure was not working, it was discontinued and the outreach occurred without the NROs. At one point, the site tried replacing the behavioral health program with a youth oriented program. The site reported that BJA approved this scope change; however, this request ended up causing significant project delays and the change was never approved.

Law Enforcement. The Albany Police Department (APD) is the main law enforcement partner. The Law Enforcement component focused on two neighborhood resource officers (NROs) from

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APD who were assigned specifically to the target area. One officer has been with the project since inception. The second officer recently replaced the other original officer. These officers were removed from the call load (i.e., they were not dispatched on calls for service) and focused on building relationships with residents in the target area. The NROs are present Monday through Friday during day shift hours and occasionally during off hours and weekends.

CPTED. The CPTED component included target hardening with a focus on lighting and blight. The site was successful in installing and maintaining lights in many areas across the target area. They created a notification system for residents to alert the Housing Authority about missing or damaged lights. They also successfully tore down four abandoned houses by establishing a Land Bank.

ALIGNMENT WITH CBCR PILLARS

Data and Research. We were unable to assess the planning data analysis because everyone to whom we spoke joined the project after the planning phase was completed. The project focused on one discrete neighborhood with clear boundaries. During implementation, the team worked closely with a researcher, who conducted crime analysis (along with the crime analyst from the police department) using calls for service data, police incident reports, and arrests. They selected evidence-based intervention strategies (CPTED, Community Policing), and used data to try to make adjustments in their implementation plan when something was not working (see discussion of barriers for continued discussion).

Community-Oriented. The site responded to community problems, such as abandoned properties and overgrown foliage that provided opportunity for criminal activities. The project reported community engagement around particular problems, such as poor lighting and that the community is actively involved in ensuring its maintenance. They built trust and legitimacy through the NROs.

Spurs Revitalization. The site created a procedure to regularly review incidents within the target community and if an address “popped up” two times or more, it would be flagged for follow up by the NROs and housing authority. Residents from addresses with multiple problems were terminated according to Housing Authority procedure. The researcher also conducted four surveys over the implementation period. The team cleared foliage and tore down abandoned properties, reducing the spaces that were conducive to criminal activity.

Builds Partnership. The CBCR team has members from multiple sectors. The Albany Housing Authority was the local project manager. Other central partners included the West Albany Police Department along with several other local law enforcement agencies and ASPIRE, a local behavioral health service provider. There is a Public Safety Working Group that meets once a month. This group includes all the stakeholders: housing authority, law enforcement, behavioral health, corrections, the school system, and school police. There is no strong faith-based component, but a local church that was not directly involved in the project allowed the team to

use their facilities for meetings. The local hospital was also a partner and provided food and other items for events. The hospital has in-patient behavioral health beds as well as a day-care and transportation.

PROJECT OUTCOMES

Successes

The project team reports that the project has been very successful meeting its goals.

Physical Environment. The physical environment has transformed with the removal of several abandoned properties, removal of the excessive foliage that was providing cover for criminal activity, removal of litter, and general maintenance of the properties. In fact, the site describes a “contagion effect” – similar to Broken Windows. Once the area was cleaned up, the residents stepped up. They also describe a “shrapnel effect” where bordering/adjacent areas not actually in the target area were cleaned up after seeing what was going on in the target area. The team created a Land Bank to clean up properties more efficiently. They have received requests for similar environmental improvements from residents in other housing developments.

Crime. They also report that criminal activity has decreased. The target area used to be known for drug deals and a place for out-of-town people to come to conduct transactions. When a crime is committed, the police are able to respond to it more quickly and effectively. Due to the positive relationships with the NROs, children in the area seek out the officers and even contributed to helping solve a murder that occurred in the target area. There is some evidence that crime and problem people have been displaced to other housing developments.

Community. The community responded positively to the project and presence of NROs. The relationship between the police and community has improved, especially with children. The residents are actively engaged with the CPTED process and mark nonfunctioning lights with crime scene tape so they can be repaired by the housing authority. However, they were not able to make much progress with the mental health component.

Challenges

Turnover. The site experienced considerable turnover in key project positions.

- The Director of the Albany Housing Authority retired after 30 years of service in March of 2017. The subsequent Director died suddenly in November of 2017 and there is now a new Director as of July 31, 2018.
- The current Chief of Police was promoted in May of 2015 making him the second police chief during the project period.
- The original research partner was not a good fit for the project. The current research partner did not become active with the project until after the planning period.
- The site has had two different Training and Technical Assistance (TTA) liaisons from LISC.
- There has been two different Albany City Managers during the project period.

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Delays. There was a five-month time period when all project activity was halted by BJA. This stoppage occurred after the site requested a scope change. The only allowable expense during this time period was the project coordinator's salary, the two NROs were re-assigned and all other services were halted. There was only six months left of the project period when the project started back up again. This stoppage disrupted a lot of progress and many project partners became disillusioned. There were some reports that this "withdrawal" further alienated the community. Additionally, there were two tornadoes/storms that caused significant physical damage to the entire community that delayed the project.

Programming. There were some challenges associated with executing the implementation plan.

- Target are resident buy-in
- Connecting the Behavioral Health component to the community in a culturally competent way. When this component was not working, the site requested permission to change their implementation strategies from BJA. This request resulted in a five-month funding hold.
- The bureaucracy involved in some of the CPTED activities, for example, mowing and getting brush trimmed.
- Inability to buy food and other supplies for meetings and gatherings (due to federal government restrictions)
- NROs assigned Monday through Friday day shift hours
- Overcoming the long term image of the target area.
Despite their success, the target area is still perceived to be dangerous

Sustainability

The Albany Housing Authority hired a project manager who oversaw each facet of the program. His position will be eliminated at the end of the project period. While the Chief of Police is supportive of the project, staffing issues will not allow for the NRO positions to be maintained at the end of the project. However, the assigned officers wish to continue their work. The Working Group had a good relationship prior to the project and is committed to keep working together. However, they are uncertain about how they will fund this work in the future.

The West Albany site is wrapping up project activities, so an evaluation would either have to be retrospective, or they would need additional funding to continue their project for a prospective evaluation.

Data Availability for Retrospective Evaluation

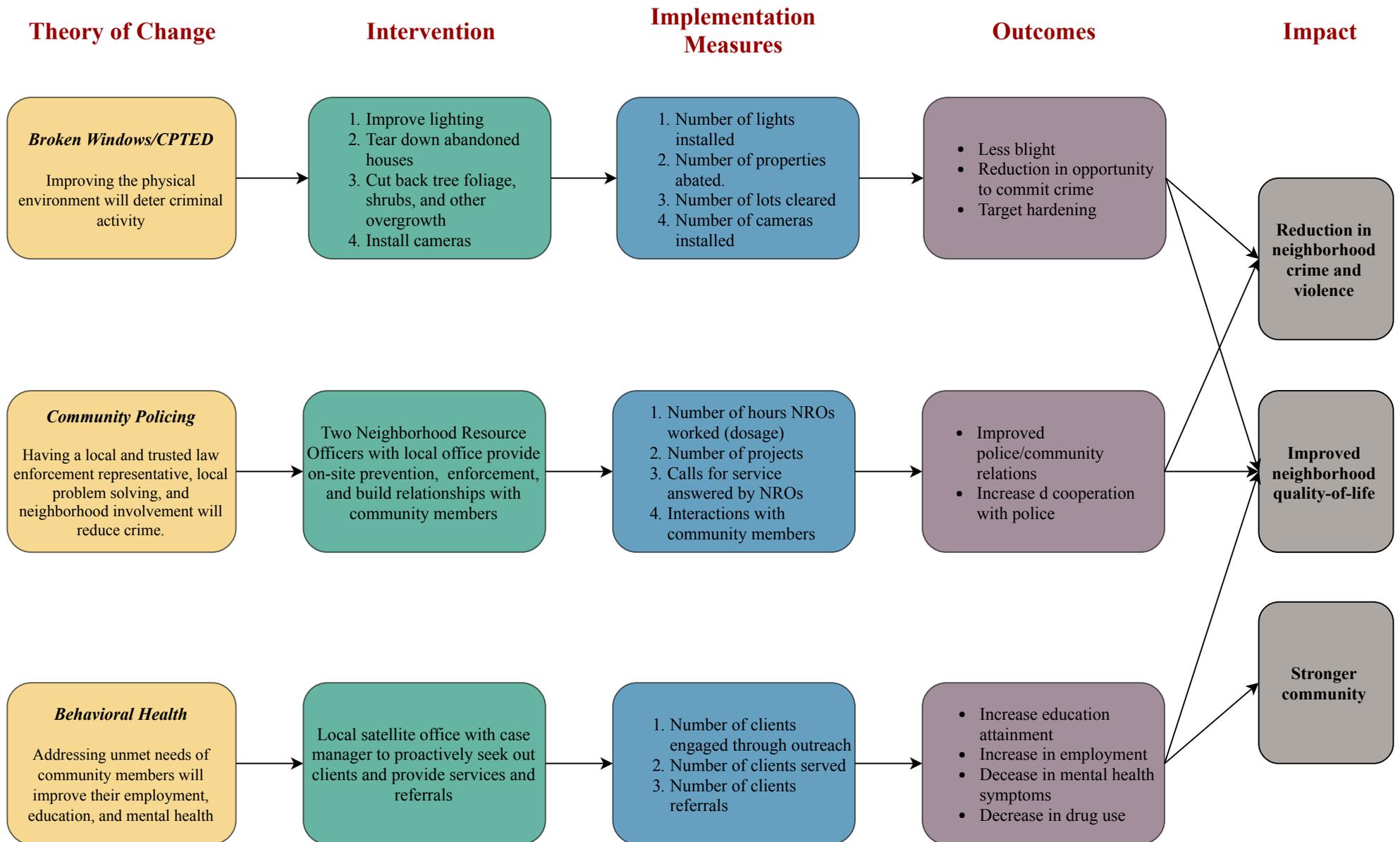
1. *Crime.* The project collected calls-for-service data, police incident reports, and arrests. There are serious limitations to using only police recorded data because of missing data from reporting and recording bias. This limitation is particularly problematic for an intervention that improves police-community relationships because it should theoretically increase reporting – thus changes in official numbers may be artifacts of reporting or actual changes in crime. It may be more useful to look at crime clearance rates, as they may improve with better community cooperation.
2. *Community Involvement/Engagement.* The researcher conducted four surveys (two victimization surveys, one community cohesion study, and a final survey) and focus groups in the neighborhood, although these data may not be generalizable due to selection bias in participants. There are not pre- and post-implementation measures because the researcher partner started at the beginning of the implementation period. There are also no data from any comparison group. There are no data on use/success of mental health engagement component of the project to assess its impact.
3. *Neighborhood.* There are no quantitative measures of neighborhood disorder to examine pre- and post-implementation to retrospectively examine changes.

Data Recommendation for Prospective Evaluation

A prospective evaluation would offer the opportunity to collect additional data. If the project continues for evaluation purposes, along with crime measures from police data, we recommend collecting and analyzing the following in *both* the target and a comparison area *pre-* and *post-*implementation:

1. Neighborhood disorder
 2. “Averted” crimes, e.g. situations that NROs were able to resolve without an official criminal complaint and/or arrest
 3. Intelligence provided by community that led to closing criminal cases
 4. Number of residents involved in various services, including both adult behavioral health and children enrolled in programming
 5. Resident perceptions of crime, disorder, and cohesion
 6. Perceptions of the target neighborhood by those who do not live there
-

WEST ALBANY, GA COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



CBCR Site Visit: West Baltimore, MD

October 29, 2019

INTRODUCTION

The Indiana University research team is conducting site visits as part of the NIJ Evaluation of the Byrne Criminal Justice Innovation project (2016-BJ-BX-K069). The purpose of these site visits is to document 1) how each site implemented its project; 2) the successes and barriers as reported by team members; 3) the evaluability of the site; and 4) the sites' experiences with training and technical assistance.

West Baltimore City, Maryland is a FY 2016 Planning and Implementation Site. The fiscal agent is the University of Maryland School of Social Work – Promise Heights Initiative. The target area consists of two neighborhoods, which are the Penn North and the Upton/Druid Heights neighborhoods. The site did not have any team members complete the Violence Reduction Assessment Tool (VRAT). The site finished the planning process in March 2018 and their implementation plan was approved in March 2019. The site was set to close September 30, 2019 but received a one-year no-cost extension. The site is now set to close September 30, 2020. Over the course of the site visit, the research team met with both of the project managers, research partner, several program partners, and community residents. We also toured the target area.

CBCR PROJECT ACTIVITIES

The West Baltimore team set four goals for their project around which they focused their activities: 1) reduce gun violence and its consequences; 2) increase re-entry services for returning community members; 3) increase resident and young adult/youth engagement to build trust with police, and 4) increase neighborhood revitalization. They set these goals after seeking community input through meetings, focus groups, and presentations as well as input on best practices from the research team at Urban Institute. From there, they developed their strategies. The site also has been able to leverage other existing resources and initiatives in the neighborhood.

Target Area. The target area is located on the west side of Baltimore. Although it technically consists of three neighborhoods, two of them are considered one by the local community members. The first, Upton/Druid Heights, has a population of 10,000 people and the second, Penn North, has a population of 6,000 people. Both neighborhoods are historically and predominately African American. The target area is very impoverished and suffers from high unemployment, homelessness, chronic absenteeism among school-aged children, and extreme blight (abandoned and damaged properties). The area consists of mixed-use development and includes one public housing unit that covers 10 blocks (McCulloh Homes), five public schools, two Metro Stops, and hundreds of Section 8 apartments. While not a complete food desert, the one grocery store in the target area is limited in food options and residents report they often carry expired or spoiled meats and produce.

Within the target area, the team identified two hotspots: McCulloh Homes and the Penn North Metro Station. The areas are plagued by violent crime (homicides, assaults, and nonfatal shootings) and drug crime with youth up to age 25 accounting for 30% of the offenders. McCulloh

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Homes are home to a community youth gang known as the “M Street Boys” and the Penn North Metro Station continues to attract drug users from within and outside of the community due to widespread availability of opioid drugs such as heroin, OxyContin, and fentanyl.

Promise Heights was awarded the Promise Neighborhood Implementation Grant in 2018 for the target area. They also have an active AmeriCorps Grant (funded through Maryland’s Governor’s Office of Service and Volunteerism) and a Next Generation Scholars of Maryland grant (funded through the Maryland State Department of Education), as well as funding from the Baltimore City Health Department for B’more for Healthy Babies, and the Family League of Baltimore City for community schools.

During the planning period, the CBCR team planned to both create and expand the following programs and activities.

Safe Streets Baltimore. Safe Streets Baltimore is a public health program operated by Catholic Charities and overseen by the Mayor’s Office of Criminal Justice. The program aims to prevent shootings involving youth through the use of violence interrupters who seek to change behaviors, attitudes, and social norms directly related to gun violence. Violence interrupters are hired to canvas the streets daily and engage the community in mediation to prevent violence. They document their mediations to create their own hot spot maps and record local shootings within their posts to monitor trends. The program also works with individuals to help connect them to re-entry opportunities and other local resources. Safe Streets has been working with The University of Maryland School of Social Work in the area since 2016 and plans to expand their reach in the target area by hiring two new Violence Interrupters with the CBCR grant funds.

Resource Availability and Re-entry Services. The target area is the epicenter of returning residents (i.e., formerly incarcerated) for the state of Maryland. Project partner Druid Heights Community Development Corporation (DHCDC) will work with individuals to help connect them to resources for housing, employment, reconnecting with family, and dealing with substance abuse as well as mental and physical health problems. DHCDC will engage returning community members through street outreach as well as working closely with Safe Streets Baltimore and the Maryland Department of Public Safety and Correctional Services. As part of the CBCR grant, DHCDC will add a Master Social Worker caseworker to their reentry program as well as two student interns from the University of Maryland School of Social Work through Promise Heights.

Neighborhood Stabilization and Outreach. As part of a new initiative, residents of McCulloh Homes and members of project partner Communities United will work together to create a Block Captain Program where two residents will be recruited from each block (20 total residents) to serve as a Block Captain. Communities United will hire a community organizer and facilitate training for the Block Captains who will each be responsible for their own block. Their duties will be wide ranging and consist of engaging residents in their assigned block, attending trainings, meetings, and community events such as community dinners, trauma workshops, and a “walking community school bus.” Block Captains will also serve as a spokesperson for the residents and as

a liaison between the Baltimore City Police Department (BPD), city officials, and the community in order to improve upkeep of the homes and increase collective efficacy.

Youth Engagement. Communities United, in cooperation with BPD, will sponsor a new youth engagement summer event called PLAYSTREET in McCulloh Homes where children ages 6-16 will participate in fun summer activities and foster relationships with older community members and police. The goal of the summer program is to promote a strong sense of community and prevent crime by engaging youth before they become involved in crime.

Police/Community Relations. Communities United and residents of McCulloh Homes will work with BPD to create opportunities for non-enforcement related activities and positive interactions between community members and officers. Activities within the community may include programs such as Coffee with a Cop or a Neighborhood Watch meeting with police speakers from various divisions. They will also work to create opportunities in school for the BPD to engage youth from the community through recruitment fairs, Outward Bound trips, and restorative circles.

ALIGNMENT WITH CBCR PILLARS

Data and Research. Although data availability was lacking due to an antiquated 911 system, differences in data documentation across police precincts, etc., the West Baltimore team utilized both official data and conducted their own resident outreach. The research partner collected police data on victimization, violent and drug arrests, violence- and drug-related 911 calls for services, service data, and violent crime data. The research team sought extensive community input about safety issues, needs, and problems through focus groups with youth, school personnel, and community members. These data informed the hotspot identification as well as programming. *Safe Streets Baltimore* also collects data on local gun violence and mediations. Data on youth were lacking because the team had difficulty obtaining data from the Department of Juvenile Services.

Community-Oriented. During the planning period, meetings were held once a month where residents and individuals from many resident-led groups in the community met and worked to increase community engagement. Communities United and *Safe Streets Baltimore* work directly with residents and community members in the target area to create community events, increase community cohesion, and improve interpersonal interactions. The Block Captain Program will be primarily resident-driven.

Spurs Revitalization. This project did not allocate funding towards revitalization and there is not a housing component, however, redevelopment projects are under way and the team is leveraging other resources to address blight in the area.

Builds Partnership. The CBCR/BCJI team has members from multiple sectors. Their cross-sector team consists of four core project partners, Promise Heights, Druid Heights Community Development Corporation, Communities United, and Safe Streets Baltimore. Promise Heights is

the backbone organization that coordinates efforts between partners. They facilitated the development of a new entity called West Baltimore Gateway that joined three competing communities together. The Baltimore Police Department, while not receiving any funding, is also a partner. Additionally, the project has connected to other broader revitalization efforts including The Community Builders (TCB), as well as other local groups including Penn-North Community Association (PNCA) and No Boundaries Coalition (NBC).

PROJECT OUTCOMES

Successes

The Bureau of Justice Assistance (BJA) approved the site's implementation plan and they have moved forward with implementing their project. They have had excellent engagement with partners from both target neighborhoods. The CBCR/BCJI project has allowed different communities to work together and has resulted in the development of a new entity called the West Baltimore Gateway 2030. Throughout the CBCR/BCJI project, the University of Maryland School of Social Work has also helped to build capacity with partners through workshops and grant-writing training.

Challenges

Delays. The site felt that they overspent time in the planning phase, and it took a long time to get the budget for the implementation plan approved by BJA. The original close date for the project was September 2019, however, the site did not receive budget approval until after this date and are now working to implement their project while on a one-year no-cost extension ending September 30, 2020.

Turnover. The City of Baltimore experienced considerable turnover at the government level, including multiple Mayors and Police Commissioners, which ultimately affected project representation and support from government entities.

Data Quality. While the site has been able to use data from the Baltimore Police Department, the quality of data is severely lacking, especially as it pertains to juveniles and juvenile crime. Without quality data on offending and juvenile crime, it is difficult to obtain an in-depth understanding of the crime problem in the target area. They also felt the data did not align with what the community saw as issues. For instance, while the community saw juveniles committing a majority of the crime, the data revealed offenders average age to predominately be in their 30's.

Federal Restrictions. Not being able to purchase food for meetings or programming involving residents due to federal restrictions is an obstacle to encouraging community engagement in an area that has a weak supply of quality food.

Influential Events. The grant was awarded the year following the in-custody death of Freddie Gray and the resulting riots. The community saw a shift in police culture following these riots—

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there was a noticeable lack of engagement from the police with some community members reciting incidents when they refused to engage during active criminal events. Overall, the police have had very negative attitudes towards the community since the riots. At the same time, the community is still trying to regain trust of police after several officers from the (now-defunct) Gun Trace Task Force were charged with various crimes related to corruption and abuse of power. While the School of Social Work has good relationships with the BPD, the overall environment in the city surrounding the police continues to create barriers to working with them on this project.

Sustainability

The West Baltimore site has just begun the implementation process, so it is unclear what activities will be sustained. However, many of these relationships existed prior to the grant and they are confident they will remain after the grant has ended.

EVALUABILITY

The West Baltimore site has just started implementation project activities, therefore a prospective design is possible. There are multiple considerations for any evaluation—implementation, data, and design—all of which will be discussed for each option below.

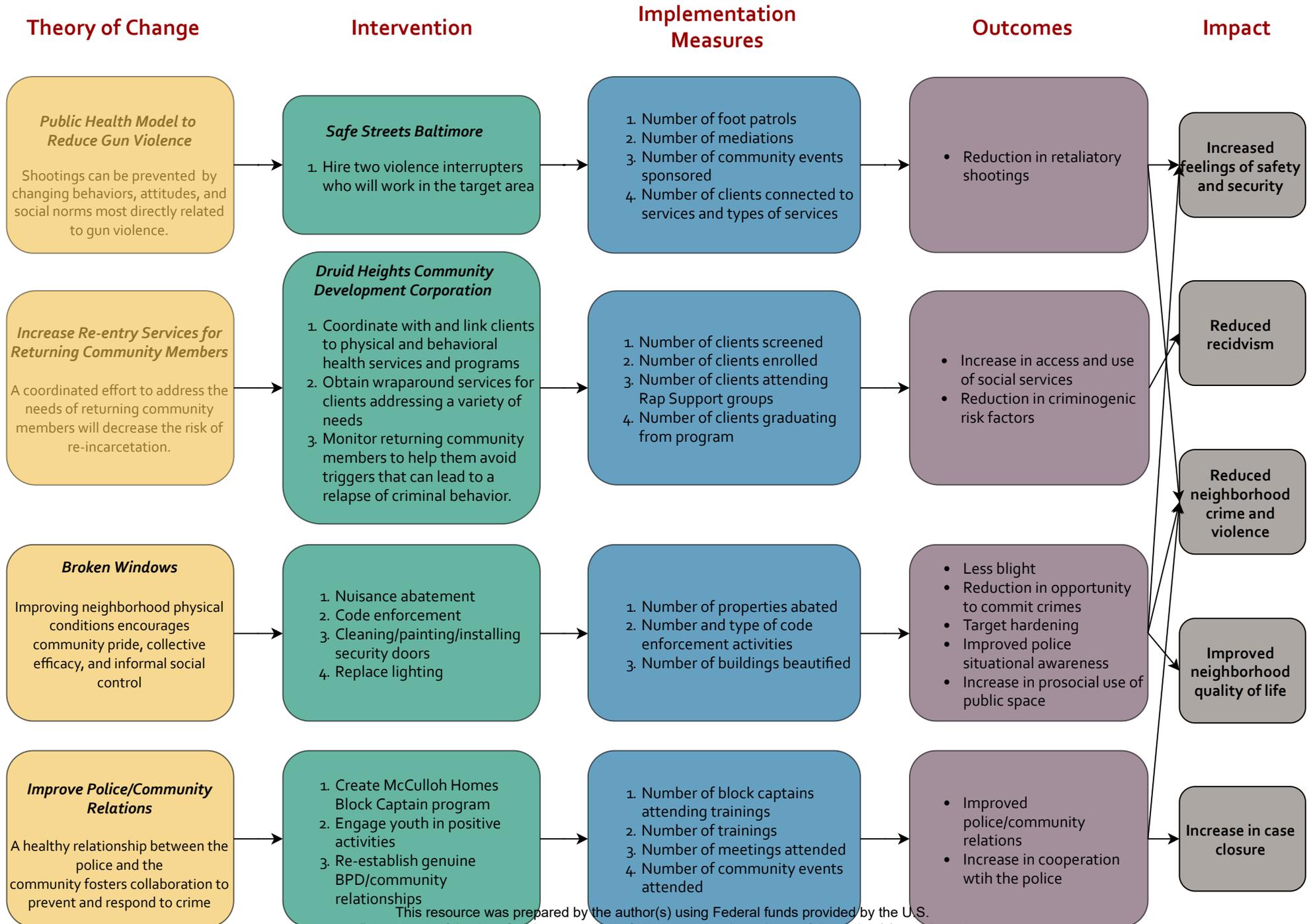
RETROSPECTIVE EVALUATION

Feature	Assessment
Implementation	The project has just started, so there would be time to collect pre-treatment data.
Data Availability	The Urban Institute has access to Part I and II crime data from BPD, including victimization data, violent and drug arrest data, 911 calls for service data, and violent crime data for the pre-intervention period in the target area. However, offender-level data and juvenile data are not available.
Design	<p>Due to the lack of an appropriate control area but robust crime data collection efforts, evaluators could use a synthetic control design. In the case of CBCR/BCJI, we need to estimate what would have happened if the program was not implemented. Synthetic control designs operate in a method similar to other matching methods like propensity score, weighting, or stratifying, however they expand the matching logic by creating a “synthetic” comparison unit—in this case a geographic target area—which is represented as a weighted average of pre-treatment covariates and outcomes. One of the major advantages of using a synthetic control design is that observed data are used to create it and therefore does not create estimates without empirical support.</p> <p>In order to construct a synthetic control area evaluator would first take observed pretreated crime rates (i.e. outcomes) and any pretreatment covariates. The next step would be to identify weights which minimize the difference between the treated target area and the synthetic control area counterfactual. The synthetic control (counterfactual estimate) involves imputing an estimate of what would have happened without the CBCR/BCJI intervention.</p>
Overall Assessment	A retrospective evaluation is feasible however the evaluation would be limited in that it will only examine crime related outcomes.

PROSPECTIVE EVALUATION

Feature	Assessment
Implementation	The project has just started their implementation, so there would be time to collect pre-treatment data.
Data Availability	<p>A prospective evaluation would offer the opportunity to collect additional data. Along with crime measures from police data, we recommend collecting and analyzing the following in <i>both</i> the target and a comparison area <i>pre-</i> and <i>post-</i>implementation:</p> <ol style="list-style-type: none"> 1. “Averted” crimes, e.g. situations that Safe Streets, neighborhood resource officers or overtime foot patrol officers were able to resolve without an official criminal complaint and/or arrest 2. Program implementation data from the violence interrupters including dates, locations, and outcomes of activities 3. Youth delinquency 4. Youths participating in the summer program Playstreet 5. Youths and adults receiving resources or reentry services, along with types of services and dosage 6. Youths, adults, and families engaging in the Block Captain Program 7. Resident perceptions of crime, disorder, and cohesion 8. Perceptions of the target neighborhood by those who do not live there
Design	<p>A prospective evaluation offers the opportunity to create a stronger research design. A randomized-controlled trial would be challenging—the target area is unique—because there is not another location like the Penn North and Upton/Druid Heights neighborhoods.</p> <p>However, with the robust crime analysis capabilities, evaluators could use a synthetic control design to identify a comparison area. Synthetic control designs operate in a method similar to other matching methods like propensity score, weighting, or stratifying, however they expand the matching logic by creating a “synthetic” comparison unit—in this case a geographic target area—which is represented as a weighted average of pre-treatment covariates and outcomes. One of the major advantages of using a synthetic control design is that observed data are used to create it and therefore does not create estimates without empirical support.</p> <p>In order to construct a synthetic control area the evaluator would first take observed pretreated crime rates (i.e. outcomes) and any pretreatment covariates. The next step would be to identify weights which minimize the difference between the treated target area and the synthetic control area counterfactual. There are methods to reduce the number of comparison units included in the counterfactual (see: A synthetic control approach to evaluating place-based crime interventions in <i>Journal of Quantitative Criminology</i>, 31(3): 413-434 by Saunders, Lundberg, Braga, Ridgeway, and Miles, 2015) so depending on their distribution, it may be possible to use them as a prospective comparison group, and collect analogous data to the target site. We have never seen this design in a community-based crime reduction evaluation, but it is theoretically feasible.</p>
Overall Assessment	A prospective evaluation is feasible—however new data collection methods would be necessary because of the lack of offender-level and juvenile crime measures. The evaluation would be more useful if it included individual outcomes from neighborhood youths and families, especially program participants and non-participants. An appropriate comparison is challenging; we would recommend identifying an a priori synthetic control, minimize the number of comparison units, and collect data from neighborhood youths and families from those areas as well.

WEST BALTIMORE, MD COMMUNITY-BASED CRIME REDUCTION PROJECT LOGIC MODEL



This resource was prepared by the author(s) using Federal funds provided by the U.S. Department of Justice. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

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Appendix B

We collected data from several sources for this project (NIJ 2016-BJ-BX-K069). This appendix presents each source, along with descriptive statistics, for archival purposes.

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Appendix B

PERFORMANCE MEASUREMENT TOOL (PMT)

OVERVIEW

BJA requires each CBCR/BCJI site to submit various performance measures through their online Performance Measurement Tool (PMT) reporting system. Every quarter (April, July, October, January), sites are required to respond to questions about their activities during the previous three-month reporting period. The PMT contains 72 questions, but not all of them are completed during each reporting period (narrative questions are only completed every six months, seven questions are only completed when the project is complete, and the planning- and implementation-specific questions are only reported during periods where the sites were active in planning and implementation periods, respectively).

The questions are organized into four sections: (1) *Planning measures*. These questions include items about data driven activity, planning collaboration, strategy development, and training and technical assistance; (2) *Implementation measures*. These questions include items about project management, training and technical assistance, implementation collaboration, information sharing, program activities and types, monitoring and assessing progress, and building capacity and planning for sustainment; (3) *Outcomes*. The outcomes questions are completed at the end of the grant award before closeout. They include items about community safety, community revitalization, and cross-sector collaboration; and (4) *Narrative questions*. Grantees respond to these questions in January and July of each year about the previous 6-month reporting period. Here, they describe accomplishments, problems/barriers, progress, requests for assistance, and any other information.

BJA provided us PMT data from 2012 through March of 2017 for all grantees in our sample.¹ Between those dates, each grantee submitted between 0 and 13 PMTs. Due to the time frame for our sample (2012-2016), there was a tremendous amount of variation in how many reporting periods each grant had been active; therefore, we created per-period averages for all quantitative metrics and used the mode response for all qualitative responses.

INSTRUMENT

¹ One site added a second target area to their project. While they did not receive any additional funding, they did report separate PMTs.

BUREAU OF JUSTICE ASSISTANCE
Byrne Criminal Justice Innovation (BCJI) Program
PERFORMANCE MEASURES

The following pages outline the program performance measures for the Bureau of Justice Assistance (BJA) Byrne Criminal Justice Innovation Program. The performance measures are based on the goals and objectives of the program and are divided into two sections, one for planning and one for implementation. The planning measures only assess your planning and development activity during the reporting period. These questions are only available during the planning stage of your award and will no longer be entered after you are approved to move forward into the implementation stage. After you are approved to move to implementation, you will no longer be required to submit the planning measures.

For **enhancement** grants, it is expected that planning phase activities occur during the first 3 to 6 months from the final budget approval date. For **implementation** grants, it is expected that planning phase activities occur during the first 9 to 12 months from the final budget approval date.

Planning phase activities can include but are not limited to the following activities:

- Identify, verify, and prioritize crime hot spots within identified neighborhood.
- Work with cross-sector management team to develop a strategy, drawing on a continuum of approaches to address crime drivers.
- Pursue community partnerships and leadership, building support to ensure the community is active in the process.
- Collaborate with local law enforcement, your research partner, and the community to conduct an analysis of crime drivers and an assessment of needs and available resources.

There are two types of performance measures: quantitative (numeric) and qualitative (narrative). Every 3 months, you will use the online Performance Measurement Tool (PMT) to report on your activities for that quarter. These quarterly measures are both quantitative and qualitative data. Every 6 months and at the close of your grant, you will also be asked to complete the qualitative-only (narrative) questions based on your activity over the past **TWO** reporting periods.

In January and July of each calendar year and at the close of your grant, you are responsible for creating the *GMS or Final Report* from the PMT that you upload into the Grants Management System (GMS). During the nonsubmission periods, you are encouraged to create this report for your records.

If you have questions about your program, please contact your State Policy Advisor (SPA) at <https://www.bja.gov/About/Contacts/ProgramsOffice.html>.

If you have any questions about the PMT or performance measures, please call the BJA PMT Help Desk at 1-888-252-6867, or send an e-mail to BJAPMT@csrincorporated.com.

BUREAU OF JUSTICE ASSISTANCE
 Byrne Criminal Justice Innovation (BCJI) Program
PERFORMANCE MEASURES

AWARD ADMINISTRATION

The first set of questions concerns information about the administration of the award. Please select the appropriate answer that best reflects the status of your award.

Is this the last time the grant is reporting in the PMT before closing out the award? If “yes,” you must complete the required outcomes section.

A. Yes/No

GENERAL AWARD INFORMATION

1. Was there **grant activity** during the reporting period? *Grant activity is defined as any proposed activity in the BJA-approved grant application that is implemented or executed with BJA grant funds.*

A. Yes/No (If no, provide an explanation and skip to narrative questions, when due)

B. If no, please explain:

ALLOCATED AMOUNTS

2. Please report how the funding for your BCJI award is allocated for the areas listed below for the life of the award during planning and implementation. *These are estimated funding **allocations**, not amounts spent. When entering allocated amounts, be sure to double check your math. As a reminder, the PMT will display your grant amount as it is shown in GMS. When you click Save, the PMT will automatically calculate your total allocations and ensure they equal your grant amount. Please ensure that the total allocations equal your total grant amount (displayed in the upper right hand corner of the PMT).*

Grant Fund Allocations		Allocated Amount for Planning	Allocated Amount for Implementation
[]	Law Enforcement Partner		
[]	Research Partner		
[]	All Other Allocated Funds		
	Total Allocations	Auto fill sum	

Note: The PMT is not a financial reporting system, and these measures will not be used for audit purposes.

BUREAU OF JUSTICE ASSISTANCE
Byrne Criminal Justice Innovation (BCJI) Program
PERFORMANCE MEASURES

PLANNING MEASURES

DATA-DRIVEN ACTIVITY

1. Was your plan approved during the reporting period? **(Screening Measure)**
 - A. Yes/No (If yes, skip **ALL** Planning Measures)

2. For the purposes of the planning period, have you completed data analysis?
 - A. Yes/No

3. Have you identified the data that will need to be collected as part of your BCJI project?
 - A. Yes/No
 - B. If yes, please describe the data that will be collected:

4. Does your law enforcement partner provide you with crime data?
 - A. Yes/No (If no, skip next question)

5. How often did you get crime data from your law enforcement partner during the reporting period? **Select one.**
 - A. Weekly
 - B. Monthly
 - C. Quarterly
 - D. Other
 - E. If other, please describe:

6. How many **NEW** hot spots has your team selected to target with your BCJI strategy during the reporting period? *New hot spots refer to hot spots that were identified during the reporting period.* _____

7. Have you conducted analysis of the identified crime drivers during the reporting period?
 - A. Yes/No

BUREAU OF JUSTICE ASSISTANCE
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8. Please report your access and analysis to the following data types during the reporting period. **(Check the box to select or indicate “yes” for each appropriate option listed below that best fits your BCJI strategy/program.)** Use the checkboxes to identify which data sources you had access to during the reporting period. If you analyzed any data sources, please indicate this in the second column. Note that to analyze data, you must first have access to it. If the data source you have access to is address specific, indicate this in the third column. Address specific means the data can be matched back to a physical location using GIS or other mapping software. If you are not using the data in your analysis, check the last column to indicate that the data type is not applicable.

Identify Types of Data	Access to Data?	Analyzed?	Was the Data Address Specific?	Not Applicable
Official police or incident reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Calls for service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrest reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criminal histories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socioeconomic data (includes health and human services data, school data, poverty data, and other community data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidentiary or adjudication data (includes any courts data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrections data (includes probation and parole data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offender risk assessments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Juvenile data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys of officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys of community members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys of offenders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys of victims	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If other, please describe:				

PLANNING COLLABORATION

9. Have you conducted community engagement activities during the reporting period?
 A. Yes/No
 B. If yes, please describe the activities you conducted:

10. Do you have a cross-sector management team?
 A. Yes/No **(If no, skip next question)**

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11. Please indicate how many of each type of the following groups were represented on your cross-sector management team during the reporting period.
- A. **Developmental**—education, early childhood learning centers, health resources, and other assets that allow residents to attain skills and wellness needed for success _____
 - B. **Commercial**—business development/retention, job programs, and other assets associated with production, employment, transactions, and economic development _____
 - C. **Recreational**—parks, open space, arts organizations, restaurants, and other assets that create value in a neighborhood beyond work and education _____
 - D. **Physical**—housing, commercial buildings, roads, sidewalks, and other assets associated with the built environment and physical infrastructure _____
 - E. **Social**—residents, community engagement, and other assets that establish well-functioning social interactions _____
 - F. **Criminal justice/law enforcement**—other public safety and criminal justice personnel _____
 - G. Other _____
 - H. If other, please describe:

12. How many community resident members were part of your BCJI project during the reporting period? _____
- A. Please explain:

13. How many community resident members were part of the **planning** for your BCJI project during the reporting period? *Community resident members who are part of the planning process provide input or feedback on planning measures. Do not include members who attended planning meetings and did not provide input or feedback.* _____
- A. Please explain:

14. How many cross-sector management team meetings took place during the reporting period? _____

STRATEGY DEVELOPMENT

15. Have you identified the proposed strategies/interventions to implement in the target area?
A. Yes/No (If no, skip next two questions)
16. Have you reviewed the research base for your proposed strategy? *Research base refers to the best practices, proven strategies, and other materials that show what works in your selected program/activity.*
A. Yes/No
B. If no, please explain: _____

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17. Please indicate the type of activity you are **planning** to implement. *This measure will also appear in the implementation measures to measure what **IS** being implemented. Check all that apply.*

- A. Law enforcement (hot spots, drug enforcement, violent crime)
- B. Disorder abatement and blight remediation
- C. Juvenile programs and youth development
- D. Housing programs
- E. Economic development (job creation, business development)
- F. Primary/secondary or adult education programs
- G. Place-based crime prevention/CPTED
- H. Collective efficacy, social cohesion, and resident mobilization
- I. Fear of crime
- J. Reentry to high-crime areas
- K. Other community services, such as mental health counseling or substance abuse programs
- L. If other, please describe: _____

18. Did you have any contact with your research partner during the reporting period? *A contact can be either in person or via electronic interface.*

- A. Yes/No (If no, skip next three questions)

19. How many times did your research partner contribute to the planning of the BCJI initiative or share research findings during the reporting period? _____

20. Please describe the contact made with your research partner during the reporting period:

21. Did the information from your research partner prompt any changes in your planned implementation strategies/activities?

- A. Yes/No
- B. If yes, please describe the changes:

TRAINING AND TECHNICAL ASSISTANCE

22. Did you have any contact with a training and technical assistance (TTA) provider during the reporting period?

- A. Yes/No (If no, skip this section)

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23. How often did you have contact with a TTA provider during the reporting period? *A contact can be either in person or via electronic interface. Contacts can be grouped together when multiple contacts were made on a single issue or during a short timeframe. **Select one.***
- A. Weekly
 - B. Biweekly
 - C. Monthly
 - D. Quarterly
24. Did anyone in your team attend or participate in any formal TTA conferences, trainings, etc., during the reporting period?
- A. Yes/No
 - B. If yes, please explain:

25. Did you have any unaddressed TTA needs during the reporting period?
- A. Yes/No
 - B. If yes, please explain:

(END OF PLANNING MEASURES)

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IMPLEMENTATION MEASURES

The following questions assess your activity during the **implementation** phase of your BCJI award. These measures should only be entered after completion of your planning activity. You must have your implementation plan approved before entering data in response to the questions below.

Implementation activities can include (but are not limited to) the following:

- Having ongoing meetings with cross-sector management team;
- Sharing regular input/discussions with research partner;
- Assessing program implementation in collaboration with research partner;
- Modifying strategies, as appropriate; and
- Building capacity of cross-sector management team to continue to coordinate research.

PROJECT MANAGEMENT

26. Did you have any implementation activities during the reporting period?

A. Yes/No (If no, skip this section)

27. Please list the **milestones** you expect to achieve over the life of the award. *Milestones refer to objectives that you will achieve over the course of the award. These should be used to set and monitor your progress for the life of the award and should come from the **TIMELINE** you submitted as part of your grant application. (Responses will carry over from one reporting period to the next in the PMT, to update as necessary.)*

28. What project activities were **scheduled** during the reporting period?

29. What project activities were **conducted** during the reporting period?

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TRAINING AND TECHNICAL ASSISTANCE

30. Did you have any contact with a TTA provider during the reporting period?
A. Yes/No (If no, skip next question)
31. How often did you have contact with a TTA provider during the reporting period? *A contact can be either in person or via electronic interface. Contacts can be grouped together when multiple contacts were made on a single issue or during a specific timeframe.* **Select one.**
A. Weekly
B. Biweekly
C. Monthly
D. Quarterly
32. Did anyone in your team attend or participate in any formal TTA conferences, trainings, etc., during the reporting period?
A. Yes/No
B. If yes, please explain:

33. Did you have any unaddressed TTA needs during the reporting period?
A. Yes/No
B. If yes, please explain:

IMPLEMENTATION COLLABORATION

34. How many **TOTAL** partnerships were active during the reporting period? *For the purpose of this measure, these include both formal and informal partnerships.* _____
35. Did you establish any **NEW** partnerships during the reporting period?
A. Yes/No (If no, skip next question)

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36. How many **NEW** partnerships were formed with the following agency types during the reporting period? (Enter the number of partnerships for each option.)

B. Commercial —business development/retention, job programs, and other assets associated with production, employment, transactions, and economic development	
C. Recreational —parks, open space, arts organizations, restaurants, and other assets that create value in a neighborhood beyond work and education	
D. Physical —housing, commercial buildings, roads, sidewalks, and other assets associated with the built environment and physical infrastructure	
E. Social —residents, community engagement, and other assets that establish well-functioning social interactions	
F. Criminal justice/law enforcement —other public safety and criminal justice personnel	
G. Other Please describe: _____	
Total Partnerships Formed	<i>Auto fill sum</i>

37. How many **cross-sector management team meetings** were conducted during the reporting period? _____

38. How many **additional subgroup meetings** (other than with the cross-sector management team) were conducted during the reporting period? _____

39. How many **training/briefing sessions** were conducted in addition to team meetings during the reporting period? _____

40. Please indicate the number of times members of the **cross-sector management team** met with community members to share information and discuss the project during the reporting period. *Please provide an answer for each option.*

- A. Large groups (30 or more participants) _____
- B. Medium groups (11–29 participants) _____
- C. Small groups (up to 10 participants) _____
- D. In one-on-one interviews/dialogues _____
- E. Other meetings _____
- F. If other, please describe: _____

41. Please briefly describe your communications/interactions with the community members:

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INFORMATION SHARING

42. Did you develop systems for sharing information during the reporting period? *For the purpose of this measure, a system is defined as the practice used to share information on program activity between agencies, service providers, stakeholders, or others.*

A. Yes/No (If no, skip next two questions)

43. Please indicate the types of information-sharing systems that you developed during the reporting period. **Check all that apply.**

A. For sharing information with the cross-sector management team

B. For sharing information with community members/residents

C. For sharing information with other external stakeholders such as funders or elected officials

D. If you selected any of the choices above, please briefly describe your information-sharing system:

44. Did you share information with your cross-sector management team during the reporting period?

A. Yes/No

B. If yes, please describe the information you shared:

PROGRAM ACTIVITY

45. How many hot spots have you identified during the reporting period? *Hot spots refer to the specific smaller geographic areas within the target areas in which the targeted efforts of the initiative or strategy will be implemented. These areas may include street blocks, specific addresses, or other geolocated areas and are generally smaller and found within the target areas.* _____

46. Are you continuing to conduct analysis in the identified hot spots?

A. Yes/No

B. If no, please explain:

47. Did any of the target areas change during the reporting period? *The target areas refer to the geographic areas of emphasis in which the interventions will take place. These areas may be a neighborhood or police district or precinct.*

A. Yes/No

B. If yes, please explain the nature and reason for the change:

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48. Did any of the hot spots change during the reporting period?

A. Yes/No

B. If yes, please explain the nature of and reason for the change:

49. What is the population in the target area? Please report the population that most closely represents the target area. If needed, you can report the target area population using the U.S. Census Bureau website (<http://www.census.gov/2010census/popmap/>). Choose the total population option, then enter your city and state to find the reported population by tract. (*This number will only be entered once and will be prepopulated for future reporting periods. The data should be obtained from your award application or from the most recent census data.*) _____

50. Please complete the following tables with the number of crimes that occurred in the target area and hot spots for the reporting period. If your agency does not collect data on a certain crime, please enter “-9” (negative nine) as the value. If you are not prepared to report crime data, please enter a value of “0” (zero) for ALL cells.

Note: BCJI data collection follows the federal Uniform Crime Reporting (UCR) guidelines. For help in translating local laws into UCR categories, please refer to the UCR handbook at <http://www2.fbi.gov/ucr/handbook/ucrhandbook04.pdf>.

- **Target areas** refer to the geographic areas of emphasis in which the interventions will take place. These areas may be a neighborhood or police district or precinct.
- **Hot spots** refer to the specific smaller geographic areas within the target areas in which the targeted efforts of the initiative or strategy will be implemented. These areas may include street blocks, specific addresses, or other geolocated areas and are generally smaller and found within the target areas.

Please note that target areas encompass hot spots. Crime counts for target areas should therefore include all crime in hot spots and other locations within the target area. Crime counts for hot spots will never exceed crime counts for target areas.

PART I CRIMES	Target Area	Hot Spots
Murder, Nonnegligent Manslaughter		
Forcible Rape		
Robbery		
Aggravated Assault		
Burglary		
Larceny-Theft		
Motor Vehicle Theft		
Arson		
Total Part I Crimes	<i>autosum</i>	<i>autosum</i>

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50a.

PART II CRIMES	Target Area	Hot Spots
Simple Assaults		
Vandalism		
Weapons Offenses		
Prostitution and Commercialized Vice		
Sex Offenses (Except Rape and Prostitution)		
Drug Violations		
Driving Under the Influence		
Liquor Law Violations		
Public Drunkenness		
Disorderly Conduct		
Vagrancy		
All Other Offenses (Except Traffic)		
Total Part II Crimes	<i>autosum</i>	<i>autosum</i>

ACTIVITY TYPE

51. Please select the appropriate strategy/program type that you are implementing. *This measure also appears in the planning measures and assesses what IS being implemented. Check all that apply.*

- A. Law enforcement (hot spots, drug enforcement, violent crime)
 - B. Disorder abatement and blight remediation
 - C. Juvenile programs and youth development
 - D. Housing programs
 - E. Economic development (job creation, business development)
 - F. Primary/secondary or adult education programs
 - G. Place-based crime prevention/CPTED
 - H. Collective efficacy, social cohesion, and resident mobilization
 - I. Fear of crime
 - J. Reentry to high-crime areas
 - K. Other community services, such as mental health counseling or substance abuse programs
 - L. If other, please describe:
-

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MONITOR & ASSESS PROGRESS

52. Did you have any contact with your research partner during the reporting period? *A contact can be either in person or via electronic interface.*
A. Yes/No (If no, skip next three questions)
53. How many times did your research partner contribute to the implementation of the BCJI initiative or share research findings during the reporting period? *Please enter a number value.* _____
54. Please describe the contact made with your research partner during the reporting period:

55. Did the information from your research partner prompt changes to the strategies that you are implementing?
A. Yes/No
B. If yes, please describe the changes: _____

BUILD CAPACITY & PLAN FOR SUSTAINMENT

56. Do you have a sustainment plan?
A. Yes/No
B. If yes, please describe: _____
57. Have you identified any resources that will help sustain the strategy/program you have implemented once Federal grant funds have been fully expended? *For the purpose of this measure, resources can include in-kind and financial commitments.*
C. Yes/No
D. If yes, please describe the resources: _____

58. Will you be able to sustain the program efforts after all funds are used? *Program efforts refer to the activities that are part of your BCJI program.*
A. Yes/No
B. Only part of the program will be sustained
C. If only part, please explain: _____
59. Will you be able to sustain your community partnerships after all funds are used? *Community partnerships include your partnerships with community members, businesses, and other individuals and organizations within your target area.*
A. Yes/No
B. If no, Please explain: _____

(END OF IMPLEMENTATION MEASURES)

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OUTCOMES (CLOSEOUT ONLY)

This section is to be completed at the end of the grant award (i.e., before closeout) during the last reporting period in the PMT. Answers to these questions should reflect your program status after conducting all grant activities.

60. Did you achieve the BCJI program goal of improving community safety?

A. Yes/No

B. Please explain:

61. Did you reduce crime within the target areas? *The target areas refer to the geographic areas of emphasis in which the interventions will take place. These areas may include a neighborhood or police districts or precincts.*

A. Yes/No

B. Please explain:

62. Please report the serious crime rate in the target area **before** the program. *This should be calculated using the number of **Part One** crimes per 100,000 residents in your first reporting period.* _____

63. Please report the serious crime rate in the target area **after** the completion of the strategy/program. *This should be calculated using the number of **Part One** crimes per 100,000 residents in your final reporting period.* _____

64. Did your strategy/program support neighborhood revitalization goals?

A. Yes/No

B. Please explain: _____

65. Did you increase the number of cross-sector community-based partnerships in the target area as part of your BCJI program?

A. Yes/No

B. Please explain: _____

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NARRATIVE QUESTIONS

You will be asked to answer these questions in January, July, and at the close of your award. Please answer them based on the last 6-month period. You can use up to 5,000 characters for each response.

1. What were your accomplishments during the reporting period?

2. What goals were accomplished, as they relate to your grant application?

3. What problems/barriers did you encounter, if any, during the reporting period that prevented you from reaching your goals or milestones?

4. Is there any assistance that BJA can provide to address any problems/barriers identified in question #3?

A. Yes (Please explain)

B. No

5. Are you on track to fiscally and programmatically complete your program as outlined in your grant application?

A. Yes

B. No (Please explain)

6. What major activities are planned for the next 6 months?

7. Based on your knowledge of the criminal justice field, are there any innovative programs/accomplishments that you would like to share with BJA?

THANK YOU FOR PARTICIPATING!

Appendix B

SUMMARY STATISTICS

Table B-1. Descriptive Statistics for Planning Performance Measures Across CBCR Sites, 2012–2016

Variables	Label	Mean	SD	Min	Max	Coding
<i>Planning: Allocated Amounts</i>						
Allocated Amount for Planning: Law Enforcement Partner	PAGE 2 OF 16	13288.35	23556.62	0.00	86881.00	continuous
Allocated Amount for Implementation: Law Enforcement Partner	PAGE 2 OF 16	135312.70	191134.50	0.00	800000.00	continuous
Allocated Amount for Planning: Research Partner	PAGE 2 OF 16	47897.10	27612.50	0.00	150000.00	continuous
Allocated Amount for Implementation: Research Partner	PAGE 2 OF 16	66184.45	92289.33	0.00	477621.00	continuous
All Other Allocated Funds for Planning	PAGE 2 OF 16	50841.10	44286.93	0.00	143100.00	continuous
All Other Allocated Funds for Implementation	PAGE 2 OF 16	296101.10	282139.00	0.00	841887.00	continuous
<i>Planning: Data-Driven Activity</i>						
Plan Was Approved During Reporting Period	PA 3 1A 3767	0.46	0.40	0.00	1.00	0=no;1=yes
Completed Data Analysis for the Planning Period	PA 3 2A 3768	0.49	0.31	0.00	1.00	0=no;1=yes
Identified Data that Needs Collecting as Part of Project	PA 3 3A 3769	0.86	0.21	0.00	1.00	0=no;1=yes
Law Enforcement Partner Provided Crime Data	PA 3 4A 3770	0.95	0.14	0.40	1.00	0=no;1=yes
Number of New Hot Spots Team Selected to Target with BCJI Strategy	PA 3 6A 3772	1.20	2.07	0.00	12.80	continuous
Conducted Analysis of the Identified Crime Drivers	PA 3 7A 3773	0.62	0.31	0.00	1.00	0=no;1=yes
Access to Official Police or Incident Reports	PA 3 8A 3835	0.80	0.30	0.00	1.00	0=no;1=yes
Analyzed Official Police or Incident Reports	PA 3 8B 3835	0.55	0.32	0.00	1.00	0=no;1=yes
Official Police or Incident Reports Were Address Specific	PA 3 8C 3835	0.46	0.37	0.00	1.00	0=no;1=yes
Not Using Official Police or Incident Reports in Analysis	PA 3 8D 3835	0.11	0.24	0.00	1.00	0=no;1=yes
Access to Calls for Service	PA 3 8E 3835	0.73	0.32	0.00	1.00	0=no;1=yes
Analyzed Calls for Service	PA 3 8F 3835	0.43	0.32	0.00	1.00	0=no;1=yes
Calls for Service Were Address Specific	PA 3 8G 3835	0.39	0.36	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
Not Using Calls for Service in Analysis	PA 3 8H 3835	0.13	0.25	0.00	1.00	0=no;1=yes
Access to Arrest Reports	PA 3 8I 3835	0.62	0.38	0.00	1.00	0=no;1=yes
Analyzed Arrest Reports	PA 3 8J 3835	0.35	0.33	0.00	1.00	0=no;1=yes
Arrest Reports Were Address Specific	PA 3 8K 3835	0.27	0.33	0.00	1.00	0=no;1=yes
Not Using Arrest Reports in Analysis	PA 3 8L 3835	0.16	0.27	0.00	1.00	0=no;1=yes
Access to Criminal Histories	PA 3 8M 3835	0.37	0.40	0.00	1.00	0=no;1=yes
Analyzed Criminal Histories	PA 3 8N 3835	0.14	0.25	0.00	1.00	0=no;1=yes
Criminal Histories Were Address Specific	PA 3 8O 3835	0.08	0.16	0.00	0.67	0=no;1=yes
Not Using Criminal Histories in Analysis	PA 3 8P 3835	0.33	0.35	0.00	1.00	0=no;1=yes
Access to Socioeconomic Data	PA 3 8Q 3835	0.76	0.28	0.00	1.00	0=no;1=yes
Analyzed Socioeconomic Data	PA 3 8R 3835	0.49	0.35	0.00	1.00	0=no;1=yes
Socioeconomic Data Were Address Specific	PA 3 8S 3835	0.17	0.29	0.00	1.00	0=no;1=yes
Not Using Socioeconomic Data in Analysis	PA 3 8T 3835	0.08	0.15	0.00	0.60	0=no;1=yes
Access to Evidentiary or Adjudication Data	PA 3 8U 3835	0.25	0.32	0.00	1.00	0=no;1=yes
Analyzed Evidentiary or Adjudication Data	PA 3 V 3835	0.07	0.16	0.00	0.60	0=no;1=yes
Evidentiary or Adjudication Data Were Address Specific	PA 3 8W 3835	0.04	0.11	0.00	0.50	0=no;1=yes
Not Using Evidentiary or Adjudication Data in Analysis	PA 3 8X 3835	0.36	0.32	0.00	1.00	0=no;1=yes
Access to Corrections Data	PA 3 8Y 3835	0.39	0.36	0.00	1.00	0=no;1=yes
Analyzed Corrections Data	PA 3 8Z 3835	0.17	0.24	0.00	0.83	0=no;1=yes
Corrections Data Were Address Specific	PA 3 8AA 3835	0.10	0.22	0.00	1.00	0=no;1=yes
Not Using Corrections Data in Analysis	PA 3 8BB 3835	0.28	0.33	0.00	1.00	0=no;1=yes
Access to Offender Risk Assessments	PA 3 8CC 3835	0.18	0.30	0.00	1.00	0=no;1=yes
Analyzed Offender Risk Assessments	PA 3 8DD 3835	0.06	0.16	0.00	0.75	0=no;1=yes
Offender Risk Assessments Were Address Specific	PA 3 8EE 3835	0.03	0.08	0.00	0.29	0=no;1=yes
Not Using Offender Risk Assessments in Analysis	PA 3 8FF 3835	0.39	0.35	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
Access to Juvenile Data	PA 3 8GG 3835	0.50	0.37	0.00	1.00	0=no;1=yes
Analyzed Juvenile Data	PA 3 8HH 3835	0.18	0.25	0.00	1.00	0=no;1=yes
Juvenile Data Were Address Specific	PA 3 8II 3835	0.14	0.24	0.00	0.86	0=no;1=yes
Not Using Juvenile Data in Analysis	PA 3 8JJ 3835	0.22	0.29	0.00	1.00	0=no;1=yes
Access to Surveys of Officers	PA 3 8KK 3835	0.25	0.34	0.00	1.00	0=no;1=yes
Analyzed Surveys of Officers	PA 3 8LL 3835	0.15	0.27	0.00	1.00	0=no;1=yes
Surveys of Officers Were Address Specific	PA 3 8MM 3835	0.04	0.12	0.00	0.67	0=no;1=yes
Not Using Surveys of Officers in Analysis	PA 3 8NN 3835	0.35	0.34	0.00	1.00	0=no;1=yes
Access to Surveys of Community Members	PA 3 8OO 3835	0.69	0.31	0.00	1.00	0=no;1=yes
Analyzed Surveys of Community Members	PA 3 8PP 3835	0.47	0.32	0.00	1.00	0=no;1=yes
Surveys of Community Members Were Address Specific	PA 3 8QQ 3835	0.20	0.24	0.00	0.80	0=no;1=yes
Not Using Surveys of Community Members in Analysis	PA 3 8RR 3835	0.13	0.20	0.00	0.80	0=no;1=yes
Access to Surveys of Offenders	PA 3 8SS 3835	0.12	0.26	0.00	1.00	0=no;1=yes
Analyzed Surveys of Offenders	PA 3 8TT 3835	0.05	0.13	0.00	0.60	0=no;1=yes
Surveys of Offenders Were Address Specific	PA 3 8UU 3835	0.00	0.00	0.00	0.00	0=no;1=yes
Not Using Surveys of Offenders in Analysis	PA 3 8VV 3835	0.44	0.36	0.00	1.00	0=no;1=yes
Access to Surveys of Victims	PA 3 8WW 3835	0.13	0.24	0.00	1.00	0=no;1=yes
Analyzed Surveys of Victims	PA 3 8XX 3835	0.07	0.16	0.00	0.71	0=no;1=yes
Surveys of Victims Were Address Specific	PA 3 8YY 3835	0.01	0.06	0.00	0.29	0=no;1=yes
Not Using Surveys of Victims in Analysis	PA 3 8ZZ 3835	0.43	0.36	0.00	1.00	0=no;1=yes
Access to Focus Groups	PA 3 8AAA 3835	0.57	0.33	0.00	1.00	0=no;1=yes
Analyzed Focus Groups	PA 3 8BBB 3835	0.38	0.29	0.00	1.00	0=no;1=yes
Focus Groups Were Address Specific	PA 3 8CCC 3835	0.14	0.25	0.00	1.00	0=no;1=yes
Not Using Focus Groups in Analysis	PA 3 8DDD 3835	0.18	0.25	0.00	1.00	0=no;1=yes
Access to Other Types of Data	PA 3 8EEE 3835	0.17	0.26	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
Analyzed Other Types of Data	PA 3 8FFF 3835	0.10	0.16	0.00	0.60	0=no;1=yes
Other Types of Data Were Address Specific	PA 3 8GGG 3835	0.04	0.10	0.00	0.60	0=no;1=yes
Not Using Other Types of Data in Analysis	PA 3 8HHH 3835	0.19	0.25	0.00	1.00	0=no;1=yes
<i>Planning: Collaboration</i>						
Conducted Community Engagement Activities	PA 3 9A 3774	0.89	0.18	0.33	1.00	0=no;1=yes
Has a Cross-Sector Management Team	PA 3 10A 3774	0.95	0.16	0.00	1.00	0=no;1=yes
Number of Developmental Groups Represented on Cross-Sector Team	PA 3 10B 3776	3.89	4.87	0.00	31.33	continuous
Number of Commercial Groups Represented on Cross-Sector Team	PA 3 10C 3776	2.60	5.63	0.00	39.67	continuous
Number of Recreational Groups Represented on Cross-Sector Team	PA 3 10D 3776	1.47	1.71	0.00	6.00	continuous
Number of Physical Infrastructure Groups Represented on Cross-Sector Team	PA 3 10E 3776	2.08	1.93	0.00	9.67	continuous
Number of Social Groups Represented on Cross-Sector Team	PA 3 10F 3776	14.62	57.19	0.86	386.00	continuous
Number of Criminal Justice Groups Represented on Cross-Sector Team	PA 3 10G 3776	3.64	3.00	1.00	19.00	continuous
Number of Other Groups Represented on Cross-Sector Team	PA 3 10H 3776	1.00	1.13	0.00	4.80	continuous
Number of Community Residents Involved in BCJI Project	PA 3 12A 3772	143.03	332.85	2.67	1654.00	continuous
Number of Community Residents Involved in Planning Process	PA 3 13A 3778	38.65	100.07	0.67	699.67	continuous
Number of Cross-Sector Team Meetings That Took Place	PA 3 14A 3779	4.93	10.74	0.00	80.00	continuous
<i>Planning: Strategy Development</i>						
Identified Proposed Strategies/Interventions to Implement	PA 3 15A 3870	0.61	0.31	0.00	1.00	0=no;1=yes
Reviewed the Research Base For Proposed Strategy	PA 3 16B 3781	0.93	0.20	0.00	1.00	0=no;1=yes
Plans to Implement: Law Enforcement	PA 3 17A 3782	0.57	0.35	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
Plans to Implement: Disorder Abatement and Blight Remediation	PA 3 17B 3782	0.52	0.37	0.00	1.00	0=no;1=yes
Plans to Implement: Juvenile Programs and Youth Development	PA 3 17C 3782	0.54	0.35	0.00	1.00	0=no;1=yes
Plans to Implement: Housing Programs	PA 3 17D 3782	0.29	0.34	0.00	1.00	0=no;1=yes
Plans to Implement: Economic Development	PA 3 17E 3782	0.30	0.35	0.00	1.00	0=no;1=yes
Plans to Implement: Primary/Secondary or Adult Education Programs	PA 3 17F 3782	0.25	0.32	0.00	1.00	0=no;1=yes
Plans to Implement: Resident Mobilization and Leadership Development	PA 3 17G 3782	0.44	0.44	0.00	1.00	0=no;1=yes
Plans to Implement: Place-based Crime Prevention/CPTED	PA 3 17H 3782	0.49	0.33	0.00	1.00	0=no;1=yes
Plans to Implement: Collective Efficacy	PA 3 17I 3782	0.48	0.35	0.00	1.00	0=no;1=yes
Plans to Implement: Social Cohesion	PA 3 17J 3782	0.46	0.44	0.00	1.00	0=no;1=yes
Plans to Implement: Fear of Crime	PA 3 17K 3782	0.36	0.38	0.00	1.00	0=no;1=yes
Plans to Implement: Reentry to High Crime Areas	PA 3 17L 3782	0.29	0.36	0.00	1.00	0=no;1=yes
Plans to Implement: Other Community Services	PA 3 17M 3782	0.40	0.39	0.00	1.00	0=no;1=yes
Had Contact with Research Partner During Reporting Period	PA 3 18A 3783	1.00	0.00	1.00	1.00	0=no;1=yes
Number of Times Research Partner Contributed to Planning or Shared Research Findings	PA 3 19B 3784	11.91	16.13	0.00	100.00	continuous
Information Provided by Research Partner Prompted Changes to Planned Implementation Strategies/Activities	PA 3 21B 3786	0.41	0.32	0.00	1.00	0=no;1=yes
<i>Planning: Training and Technical Assistance (TTA)</i>						
Had Contact with A TTA Provider During Reporting Period	PA 3 22A 3787	0.95	0.13	0.40	1.00	0=no;1=yes
Team Attended or Participated in Formal TTA Conferences, Trainings, etc.	PA 3 24B 3789	0.65	0.28	0.00	1.00	0=no;1=yes
Had Unaddressed TTA Needs	PA 3 25B 3790	0.11	0.24	0.00	1.00	0=no;1=yes
<i>Planning: Crime Measures</i>						

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Variables	Label	Mean	SD	Min	Max	Coding
Number of Serious Crimes Reported in Hot Spots*		235.38	456.60	0.00	2249.00	continuous
Number of Total Crimes Reported in Hot Spots*		807.38	2551.35	0.00	13856.00	continuous
Number of Serious Crimes Reported in Target Area*		395.86	463.83	20.00	2249.00	continuous
Number of Total Crimes Reported in Target Area*		1180.28	2541.06	0.00	13856.00	continuous
Population of Target Area*		17903.21	34359.07	0.00	187393.00	continuous
NOTES: (1) *Denotes questions that BJA added later to the PMT and therefore did not appear in all versions of the PMT. No time period was noted for these variables; (2) Shaded rows indicate variables that are <i>not</i> for the reporting period only						

Table B-2. Descriptive Statistics for Implementation Performance Measures Across CBCR Sites, 2012–2016

Variables	Label	Mean	SD	Min	Max	Coding
<i>Implementation: Project Management</i>						
Had Implementation Activities During Reporting Period	PA 4 26A 3885	0.43	0.40	0.00	1.00	0=no;1=yes
<i>Implementation: Training and Technical Assistance (TTA)</i>						
Had Contact with A TTA Provider During Reporting Period	PA 4 30A 3827	0.84	0.24	0.00	1.00	0=no;1=yes
Team Attended or Participated in Formal TTA Conferences, Trainings, etc.	PA 4 32A 3796	0.47	0.31	0.00	1.00	0=no;1=yes
Had Unaddressed TTA Needs	PA 4 33A 3797	0.07	0.22	0.00	1.00	0=no;1=yes
<i>Implementation: Collaboration</i>						
Number of Total Active Partnerships (Formal and Informal)	PA 4 34 A 3798	69.72	263.08	1.00	1661.25	continuous
Established New Partnerships	PA 4 35 A 3799	0.65	0.35	0.00	1.00	0=no;1=yes
Number of New Partnerships Formed with: Developmental Groups	PA 4 36B 3800	1.27	1.15	0.00	4.63	continuous
Number of New Partnerships Formed with: Commercial Groups	PA 4 36C 3800	1.31	1.86	0.00	10.25	continuous
Number of New Partnerships Formed with: Recreational Groups	PA 4 36D 3800	0.69	0.63	0.00	2.40	continuous

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Variables	Label	Mean	SD	Min	Max	Coding
Number of New Partnerships Formed with: Physical Infrastructure Groups	PA 4 36E 3800	0.70	0.72	0.00	3.00	continuous
Number of New Partnerships Formed with: Social Groups	PA 4 36F 3800	52.88	281.15	0.00	1643.00	continuous
Number of New Partnerships Formed with: Criminal Justice Groups	PA 4 36G 3800	0.78	0.97	0.00	4.14	continuous
Number of New Partnerships Formed with: Others	PA 4 36H 3800	0.24	0.31	0.00	1.00	continuous
Number of Cross-Sector Management Team Meetings	PA 4 37A 3801	6.27	7.69	0.33	33.00	continuous
Number of Additional Subgroup Meetings Conducted	PA 4 38A 3802	9.26	8.96	0.00	38.00	continuous
Number of Training/Briefing Sessions Conducted	PA 4 39A 3803	4.68	4.96	0.00	22.25	continuous
Number of Times Cross-Sector Team Met with Large Groups of Community Members to Discuss Project	PA 4 40A 3804	3.19	3.31	0.00	13.00	continuous
Number of Times Cross-Sector Team Met with Medium Groups of Community Members to Discuss Project	PA 4 40B 3804	4.59	6.34	0.00	28.29	continuous
Number of Times Cross-Sector Team Met with Small Groups of Community Members to Discuss Project	PA 4 40C 3804	5.55	7.16	0.00	39.50	continuous
Number of Times Cross-Sector Team Met One-on-One with Community Members to Discuss Project	PA 4 40D 3804	13.21	28.06	0.00	167.14	continuous
Number of Times Cross-Sector Team Met with Community Members in Other Meetings to Discuss Project	PA 4 40E 3804	21.25	127.07	0.00	794.18	continuous
<i>Implementation: Information Sharing</i>						
Developed Systems for Information Sharing	PA 4 42A 3806	0.64	0.34	0.00	1.00	0=no;1=yes
Developed Information-Sharing System with Cross-Sector Management Team	PA 4 43A 3807	0.55	0.34	0.00	1.00	0=no;1=yes
Developed Information-Sharing System with Community Members	PA 4 43B 3807	0.52	0.31	0.00	1.00	0=no;1=yes
Developed Information-Sharing System with External Stakeholders	PA 4 43C 3807	0.42	0.34	0.00	1.00	0=no;1=yes
Shared Information with Cross-Sector Team	PA 4 44B 3808	1.00	0.00	1.00	1.00	0=no;1=yes
<i>Implementation: Program Activity</i>						

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Variables	Label	Mean	SD	Min	Max	Coding
Number of Hot Spots Identified	PA 4 45A 3809	3.33	4.31	0.00	22.00	continuous
Continuing to Conduct Analysis in the Identified Hot Spots	PA 4 46A 3810	0.93	0.22	0.00	1.00	0=no;1=yes
Target Areas Changed During Reporting Period	PA 4 47A 3811	0.03	0.07	0.00	0.29	0=no;1=yes
Hot Spots Changed During Reporting Period	PA 4 48A 3812	0.16	0.22	0.00	0.91	0=no;1=yes
Population in the Target Area	PA 4 49A 3816	16183.54	20407.89	396.50	100000.00	continuous
Hot Spots: Murder and Non-Negligent Manslaughter	PA 4 50 B	0.50	0.89	0.00	4.33	continuous
Target Area: Murder and Non-Negligent Manslaughter	PA 4 50 A	1.24	1.76	0.00	8.17	continuous
Hot Spots: Forcible Rape	PA 4 50 D	0.97	2.15	0.00	12.78	continuous
Target Area: Forcible Rape	PA 4 50 C	3.03	4.37	0.00	20.50	continuous
Hot Spots: Robbery	PA 4 50 F	5.03	5.13	0.00	17.14	continuous
Target Area: Robbery	PA 4 50 E	17.17	21.94	0.00	94.50	continuous
Hot Spots: Aggravated Assault	PA 4 50 H	10.48	14.89	0.00	82.89	continuous
Target Area: Aggravated Assault	PA 4 50 G	31.71	37.28	0.00	163.75	continuous
Hot Spots: Burglary	PA 4 50 J	9.47	11.83	0.00	61.78	continuous
Target Area: Burglary	PA 4 50 I	35.30	37.70	0.00	202.63	continuous
Hot Spots: Larceny-Theft	PA 4 50 L	22.39	27.11	0.00	117.67	continuous
Target Area: Larceny-Theft	PA 4 50 K	87.13	122.79	0.00	578.38	continuous
Hot Spots: Motor Vehicle Theft	PA 4 50 N	7.13	16.27	0.00	100.00	continuous
Target Area: Motor Vehicle Theft	PA 4 50 M	26.76	36.94	0.00	146.63	continuous
Hot Spots: Arson	PA 4 50 P	0.36	0.63	0.00	3.38	continuous
Target Area: Arson	PA 4 50 O	1.61	3.36	0.00	18.25	continuous
Number of Serious Crimes Reported in Hot Spots*		96.18	102.68	16.00	385.67	continuous
Number of Serious Crimes Reported in Target Areas*		287.69	275.13	26.00	953.00	continuous
Hot Spots: Simple Assaults	PA 4 50 B	16.65	23.57	0.00	83.88	continuous
Target Area: Simple Assaults	PA 4 50 A	55.02	64.34	0.00	294.75	continuous
Hot Spots: Vandalism	PA 4 50 D	6.99	11.30	0.00	53.00	continuous

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Variables	Label	Mean	SD	Min	Max	Coding
Target Area: Vandalism	PA 4 50 C	26.28	38.90	0.00	198.88	continuous
Hot Spots: Weapon Offenses	PA 4 50 F	3.96	8.79	0.00	52.75	continuous
Target Area: Weapon Offenses	PA 4 50 E	10.27	15.09	0.00	65.71	continuous
Hot Spots: Prostitution and Commercialized Vice	PA 4 50 H	0.48	0.87	0.00	4.00	continuous
Target Area: Prostitution and Commercialized Vice	PA 4 50 G	4.51	18.24	0.00	113.38	continuous
Hot Spots: Sex Offenses (Except Rape and Prostitution)	PA 4 50 J	0.58	1.02	0.00	4.63	continuous
Target Area: Sex Offenses (Except Rape and Prostitution)	PA 4 50 I	2.07	3.00	0.00	15.25	continuous
Hot Spots: Drug Violations	PA 4 50 L	18.72	38.65	0.00	181.57	continuous
Target Area: Drug Violations	PA 4 50 K	42.98	60.75	0.00	290.71	continuous
Hot Spots: Driving Under the Influence	PA 4 50 N	2.66	9.39	0.00	54.43	continuous
Target Area: Driving Under the Influence	PA 4 50 M	10.22	29.19	0.00	146.00	continuous
Hot Spots: Liquor Law Violations	PA 4 50 P	1.04	3.01	0.00	14.88	continuous
Target Area: Liquor Law Violations	PA 4 50 O	8.24	38.72	0.00	239.50	continuous
Hot Spots: Public Drunkenness	PA 4 50 M	0.43	0.94	0.00	3.33	continuous
Target Area: Public Drunkenness	PA 4 50 Q	4.02	11.86	0.00	69.63	continuous
Hot Spots: Disorderly Conduct	PA 4 50 T	5.13	14.29	0.00	77.00	continuous
Target Area: Disorderly Conduct	PA 4 50 S	18.37	65.51	0.00	405.63	continuous
Hot Spots: Vagrancy	PA 4 50 V	0.09	0.24	0.00	1.13	continuous
Target Area: Vagrancy	PA 4 50 U	0.40	1.66	0.00	9.75	continuous
Hot Spots: All Other Offenses (Except Traffic)	PA 4 50 X	20.75	29.12	0.00	117.86	continuous
Target Area: All Other Offenses (Except Traffic)	PA 4 50 W	55.43	71.88	0.00	379.13	continuous
Number of Total Crimes Reported in Hot Spots*		244.68	363.25	0.00	1424.33	continuous
Number of Total Crimes Reported in Target Areas*		752.35	892.09	0.00	3329.00	continuous
<i>Implementation: Activity Type</i>						
Being Implemented: Law Enforcement	PA 4 51A 3819	0.84	0.31	0.00	1.00	0=no;1=yes
Being Implemented: Disorder Abatement and Blight Remediation	PA 4 51B 3819	0.69	0.39	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
Being Implemented: Juvenile Programs and Youth Development	PA 4 51C 3819	0.66	0.40	0.00	1.00	0=no;1=yes
Being Implemented: Housing Programs	PA 4 51D 3819	0.43	0.42	0.00	1.00	0=no;1=yes
Being Implemented: Economic Development	PA 4 51E 3819	0.45	0.42	0.00	1.00	0=no;1=yes
Being Implemented: Primary/Secondary or Adult Education Programs	PA 4 51F 3819	0.48	0.39	0.00	1.00	0=no;1=yes
Being Implemented: Resident Mobilization and Leadership Development	PA 4 51G 3819	0.68	0.36	0.00	1.00	0=no;1=yes
Being Implemented: Place-based Crime Prevention/CPTED	PA 4 51H 3819	0.73	0.37	0.00	1.00	0=no;1=yes
Being Implemented: Collective Efficacy	PA 4 51I 3819	0.77	0.35	0.00	1.00	0=no;1=yes
Being Implemented: Social Cohesion	PA 4 51J 3819	0.72	0.37	0.00	1.00	0=no;1=yes
Being Implemented: Fear of Crime	PA 4 51K 3819	0.52	0.41	0.00	1.00	0=no;1=yes
Being Implemented: Reentry to High Crime Areas	PA 4 51L 3819	0.34	0.41	0.00	1.00	0=no;1=yes
Being Implemented: Other Community Services	PA 4 51M 3819	0.39	0.40	0.00	1.00	0=no;1=yes
<i>Implementation: Monitor and Assess Progress</i>						
Had Contact with Research Partner During Reporting Period	PA 4 52A 3820	0.98	0.08	0.67	1.00	0=no;1=yes
Number of Times Research Partner Contributed to Implementation or Shared Research Findings	PA 4 53B 3821	8.11	5.78	0.50	30.00	continuous
Information Provided by Research Partner Prompted Changes to Implementation Strategies/Activities	PA 4 55B 3823	0.22	0.27	0.00	1.00	0=no;1=yes
<i>Implementation: Build Capacity & Plan for Sustainment</i>						
Has a Sustainment Plan	PA 4 56A 3824	0.61	0.40	0.00	1.00	0=no;1=yes
Identified Resources to Help Sustain Implemented Strategies After Federal Grant Funds Have Been Expended	PA 4 57A 3825	0.65	0.36	0.00	1.00	0=no;1=yes
Will Be Able to Sustain Community Partnerships After All Funds Are Used	PA 4 59A 4011	0.95	0.17	0.00	1.00	0=no;1=yes

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Variables	Label	Mean	SD	Min	Max	Coding
<i>Implementation: Outcomes</i>						
Achieved the BCJI Program Goal of Improving Community Safety	PA 5 60A 3828	0.77	0.44	0.00	1.00	0=no;1=yes
Reduced Crime Within the Target Area	PA 5 61A 3829	0.62	0.51	0.00	1.00	0=no;1=yes
Serious Crime Rate in Targeted Area Before Program	PA 5 68A 3830	588.46	997.68	0.00	3444.00	continuous
Serious Crime Rate in Targeted Area After Completion of Program	PA 5 69A 3831	631.46	1161.00	0.00	4171.00	continuous
Strategy/Program Supported Neighborhood Revitalization Goals	PA 5 70A 3832	0.92	0.28	0.00	1.00	0=no;1=yes
Increased the Number of Cross-Sector Community-Based Partnerships in Target Area	PA 5 71A 3833	0.92	0.28	0.00	1.00	0=no;1=yes
NOTES: (1) *Denotes questions that BJA added later to the PMT and therefore did not appear in all versions of the PMT. No time period was noted for these variables; (2). Shaded rows indicate variables that are <i>not</i> for the reporting period only.						

Appendix B

VIOLENCE REDUCTION ASSESSMENT TOOL

OVERVIEW

The Violence Reduction Assessment Tool (VRAT) is a web-based planning and support instrument designed specifically for sites implementing multi-agency, partnership-based violence-reduction programs. However, testing has found that it has a broad applicability to strategic crime reduction efforts regardless of the focus—violent crime or another crime type. The VRAT is a resource available to Innovation Suite teams and is an ideal existing tool to examine the capacity of CBCR/BCJI sites to implement their intended programs. The VRAT is divided into four broad categories deemed necessary for effective implementation—*Governance and Project Management, Partnerships, Data and Analysis, and Feedback and Awareness*—that map onto the dimensions of effective implementation identified in prior research (Fixsen, Naoom, Blase, Friedman, & Wallace, 2005; McGarrell & Hipple, 2014; Saunders, Ober, Kilmer, & Greathouse, 2016; Tornatzky & Johnson, 1982). These four categories in turn consist of ten specific dimensions (for a detailed discussion of the VRAT development process, see McGarrell & Hipple, [2014]).

Individual team members who take the VRAT receive their own personal feedback, which is automatically generated from the website upon completion. Team feedback is created by averaging scores across a site's respondents, creating a more comprehensive picture of the site and its capacity as seen from many points of view. Team feedback is provided when four or more team members take the VRAT.

Our team reached out to all the CBCR/BCJI sites and invited them to take the VRAT. Our outreach to all the sites lasted from August 2017 through the end of January 2018. We continued trying to recruit site visit sites through the end of June 2018. Per confidentiality procedures put in place by MSU, we received team feedback for any site that had four team members complete the VRAT (n = 29). We did not receive any individual feedback reports although MSU did provide those to each individual per their normal procedures. The team feedback consists of the average score on ten different dimensions deemed important for implementation readiness: commitment and leadership, management and decision making, multi-agency partnerships, criminal justice partnerships, community partnerships, research and analytic capacity, data availability, data, access and sharing, reporting, and training. The point of contact for each team also received the team feedback from MSU per normal procedures.

INSTRUMENT

The VRAT was not developed as part of this project and therefore we are not including the instrument here. The School of Criminal Justice at Michigan State University developed the VRAT and maintains the [administering website](#).

Appendix B

SUMMARY STATISTICS

Table B-3. Descriptive Statistics for Violence Reduction Assessment Tool (VRAT) Across CBCR Sites, 2012-2016

Variables	Mean	SD	Min	Max	Coding*
<u><i>Governance and Project Management</i></u>					
Commitment and Leadership	7.85	3.00	1.25	11.60	High=14.1+; Above Average=12.0-14.0; Mid-Range=8.9-11.9; Somewhat Low=6.1-8.8; Low=0-6.0
Management and Decision-Making	4.25	1.23	1.25	7.00	High=7.2+; Above Average=6.1-7.1; Mid-Range=4.0-6.0; Somewhat Low=3.0-3.9; Low=0-2.9
<u><i>Partnerships</i></u>					
Multi-Agency Partnerships	3.10	1.10	1.25	5.25	High=5.4+; Above Average=4.5-5.3; Mid-Range=3.5-4.4; Somewhat Low=2.8-3.4; Low=0-2.7
Criminal Justice Partnerships	9.79	3.52	2.38	16.38	High=16.9+; Above Average=15.7-16.8; Mid-Range=13.4-15.6; Somewhat Low=12.0-13.3; Low=0-11.9
Community Justice Partnerships	8.41	1.97	4.25	11.25	High=9.7+; Above Average=8.8-9.6; Mid-Range=7.2-8.7; Somewhat Low=6.0-7.1; Low=0-5.9
<u><i>Data and Analysis</i></u>					
Research and Analytic Capacity	3.38	0.96	1.50	4.75	High=4.8-5.0; Above Average=4.5-4.7; Mid-Range=3.8-4.4; Somewhat Low=3.4-3.7; Low=0-3.3
Data Availability	3.12	1.13	1.00	5.00	High=4.7-5.0; Above Average=4.3-4.6; Mid-Range=3.6-4.2; Somewhat Low=3.0-3.5; Low=0-2.6
Data Access and Sharing	2.08	0.84	0.71	4.25	High=4.6-5.0; Above Average=3.9-4.5; Mid-Range=3.0-3.8; Somewhat Low=2.5-2.9; Low=0-2.4
<u><i>Feedback and Awareness</i></u>					
Reporting	2.90	1.22	0.00	5.29	High=4.6-6.0; Above Average=3.9-4.5; Mid-Range=2.6-3.8; Somewhat Low=1.9-2.5; Low=0-1.8
Training	4.45	3.02	0.00	9.00	High=7.1-12.0; Above Average=6.1-7.0; Mid-Range=4.2-6.0; Somewhat Low=3.0-4.1; Low=0-2.9

*These codes were provided by MSU and are subject to change based on ongoing instrument assessment and validation.

Appendix B

LISC SURVEY

OVERVIEW

We developed a survey for the site liaisons from the training and technical assistance provider team (LISC). We asked each liaison to provide expert feedback on various aspects of implementation for each of the sites to which they were assigned. Our 20-item survey asked about site partners and organizations, aspects of implementation, and their assessment of how well the site adhered to the four pillars of the CBCR/BCJI program. We did not request feedback on the Planning Only sites (n = 13) or the 2016 sites (n = 5). The internet survey was programmed using Qualtrics so we could tailor the questions by the type of award (planning and/or implementation vs. implementation).

We fielded the survey in November and December of 2017 and we received responses for all but one site (n = 48).

INSTRUMENT

Section 1

Q0 Just to clarify, which BCJI grant site are you referencing in this survey?

- Alameda 2014 (1)
- Atlanta 2015 (2)
- Austin (Rundberg) 2012 (3)
- Baltimore (McElderry Park) 2012 (4)
- Baton Rouge 2013 (5)
- Berea 2015 (6)
- Brooklyn (Bedford-Stuyvesant) 2015 (7)
- Brooklyn (Brownsville) 2012 (8)
- Buffalo 2012 (9)
- Charleston 2012 (10)
- Cleveland 2013 (11)
- Coahoma 2014 (12)
- Corning 2013 (13)
- Dayton 2012 (14)
- Denver 2014 (15)
- Detroit 2012 (16)
- Durham 2014 (17)
- Erie 2013 (18)
- Evansville 2013 (19)
- Flint 2014 (20)
- Harrisburg 2015 (21)
- Hayward 2015 (22)
- Huntington 2014 (23)

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- Indianapolis 2015 (24)
- Kansas City 2013 (25)
- Los Angeles (Hollywood Pacoima) 2013 (26)
- Lowell 2012 (27)
- Meridian 2015 (28)
- Miami-Dade 2014 (29)
- Milwaukee (Washington Park) 2012 (30)
- Minneapolis (North Four) 2014 (31)
- Nashville 2013 (32)
- New Haven 2014 (33)
- Newark 2014 (34)
- Norwalk 2015 (35)
- Omaha 2012 (36)
- Philadelphia 2012 (37)
- Portland 2012 (38)
- Providence 2013 (39)
- San Antonio 2012 (40)
- San Bernardino 2012 (41)
- San Francisco 2013 (42)
- Seattle 2012 (43)
- Springfield 2013 (44)
- St. Louis 2015 (45)
- Syracuse 2013 (46)
- Tampa 2013 (47)
- Towaoc/Ute 2014 (48)
- Washington DC 2015 (49)
- West Albany 2013 (50)
- Worcester 2014 (51)

Q1 Did the site's BCJI effort have all the right partners?

- All the right partners were included (1)
- Some potentially important partners were not included (2)
- Many necessary partners were not included (3)

Q1a Optional: Please use the space below to comment or provide detail about any partnership issues over the course of the project. For example, is there something specific we should know about this site's partnerships during their project? or Did this site's partnerships change for the good or bad over time?

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Q2 Was there a dedicated staff member from each of the following partner organizations?

	No (1)	Yes (2)
Law enforcement (1)	<input type="radio"/>	<input type="radio"/>
Social services (2)	<input type="radio"/>	<input type="radio"/>
Neighborhood representatives (3)	<input type="radio"/>	<input type="radio"/>

Q3 Were there individuals outside the BCJI team who influenced the direction of the project?

- No (1)
- Yes, please explain: (2) _____

Q4 Did the partners have trouble aligning and selecting priorities?

- All priorities were aligned (1)
- Most of their priorities were aligned (2)
- About half of their priorities were aligned (3)
- Most of their priorities were not aligned (4)
- No agreement on their priorities (5)

Q5 Who was the site champion?

Q6 Which area was the site champion from?

- Law enforcement (1)
- Social services (2)
- Neighborhood/Target Area (3)
- Other, please specify: (4) _____

Section 2

For these questions we are asking that you compare this site to other BCJI sites.

Q7 How would you rate the quality of the planning process?

- Above average (1)
- Average (2)
- Below Average (3)

Q8 Was this effort data driven? (Robustness, Dive deep, Using different types of data to drive project, Actual use vs. availability)

- Very data driven (1)
- Somewhat data driven (2)
- Data driven in some respects but not in others (3)

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- Not really data driven (4)
- Not at all data driven (5)

Q9 If you selected 3, 4, or 5 on the previous question, please indicate why (select all that apply)

- Lack of resources (1)
- Site management (2)
- External forces/politics (3)
- Leadership (4)
- Access to data (5)
- Other, please specify (6) _____
- Does not apply to this site (7)

Q10 Did the site select the most appropriate interventions to accomplish:

	Most appropriate (1)	Somewhat appropriate (2)	Neither appropriate nor inappropriate (3)	Somewhat inappropriate (4)	Not at all appropriate (5)	Does not apply to this site (6)
Crime prevention (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood revitalization (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meaningful cross-sectional partnerships (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 How difficult was the implementation plan? Here we are referring to the actual implementation plan.

- Does not apply to this site (6)
- Extremely difficult (1)
- Somewhat difficult (2)
- Neither difficult or easy (3)
- Somewhat easy (4)
- Very easy (5)

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Q12 How committed was each listed partner to the BCJI process?

	Extremely committed (1)	Somewhat committed (2)	Neither committed nor uncommitted (3)	Somewhat uncommitted (4)	Extremely uncommitted (5)
Law enforcement (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social services (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood representatives (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 How ready were each of the listed partners to implement?

	Very ready (1)	Somewhat ready (2)	Neither ready nor not ready (3)	Somewhat not ready (4)	Not at all ready (5)	Does not apply to this site (6)
Law enforcement (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social services (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood representatives (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14 Were there realistic expectations for what they wanted to achieve given the budget?

- Budget was more than necessary to achieve project expectations (1)
- Project expectations were all achievable within the budget (2)
- Project expectations were mostly achievable with the size of the budget (3)
- Project expectations were too ambitious for the size of the budget (4)

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Q15 How active was the site in engaging the target community?

- Very active in community engagement (1)
- Somewhat active in community engagement (2)
- Not particularly active in community engagement (3)
- Not at all active in community engagement (4)

Q16 If you selected 2, 3, or 4 on the previous question, please indicate why (select all that apply)

- Lack of resources (1)
- Site management (2)
- External forces/politics (3)
- Leadership (4)
- Access to data (5)
- Other, please specify (6) _____
- Does not apply to this site (7)

Q17 How well was the BCJI effort advertised/communicated to the residents of the target area?

- Exceptionally well - the majority of residents knew about the project (1)
- Pretty well - the project has devoted significant resources to ensuring the residents know about the project (2)
- They have tried, but their message is not penetrating (3)
- Not much effort has gone into advertising the BCJI project (4)

S3 For the following questions, we are NOT asking you to compare this site to other sites. Rather, think about this site individually.

Q18 How focused was the project on neighborhood revitalization?

- Very focused (1)
- Somewhat focused (2)
- Not focused (3)

Q19 If you selected 2 or 3 on the previous question, please indicate why (select all that apply)

- Lack of resources (1)
- Site management (2)
- External forces/politics (3)
- Leadership (4)
- Access to data (5)
- Other, please specify (6) _____
- Does not apply to this site (7)

Q20 How frequently did the group meet to monitor implementation?

- Does not apply to this site (7)
- Weekly (1)

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- Bi-weekly (2)
- Monthly (3)
- Quarterly (4)
- Semi-Annually (5)
- Never (6)

Q21 How well did the BCJI effort create meaningful relationships with cross-sector partnerships? (by meaningful, we mean quality links relationships that will be sustained after the project ends)

- Exceptionally well (1)
- Pretty well (2)
- In the middle - pretty well with some partners but not so well with others (3)
- Not so well (4)
- Not at all (no meaningful relationships that will be sustained) (5)

Q22 If you selected "not at all - no meaningful relationships will be sustained" on the previous question, please indicate why (select all that apply)

- Lack of resources (1)
- Site management (2)
- External forces/politics (3)
- Leadership (4)
- Access to data (5)
- Other, please specify (6) _____
- Does not apply to this site (7)

Q23 Approximately what proportion of this site's implementation plan has been executed?

- Does not apply to this site (6)
- All (1)
- Most (2)
- Some (3)
- Hardly any (4)
- None (5)

Q24 How receptive was the site to feedback from TTA?

- Very receptive (1)
- A little receptive (2)
- Neither receptive nor unreceptive (3)
- A little unreceptive (4)
- Very unreceptive (5)

Q25 How likely will this effort be sustained after BCJI funding runs out?

- Very likely (1)
- Somewhat likely (2)
- Neither likely nor unlikely (3)

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- Somewhat unlikely (4)
- Very unlikely (5)

Q26 If you selected 3, 4, or 5 on the previous question, please indicate why (select all that apply)

- Lack of resources (1)
- Site management (2)
- External forces/politics (3)
- Leadership (4)
- Access to data (5)
- Other, please specify (6) _____
- Does not apply to this site (7)

Appendix B

SUMMARY STATISTICS

Table B-4. Descriptive Statistics for Local Initiatives Support Corporation (LISC) Survey Questions Across CBCR Sites, 2012-2016

Variables	Mean	SD	Min	Max	Coding
Q1 Site Had the Right Partners	1.48	0.65	1.00	3.00	1=All the right partners were included; 2=Some potentially important partners were not included; 3=Many necessary partners were not included
Q2_1 Dedicated Staff Member From Law Enforcement	0.83	0.38	0.00	1.00	0=no; 1=yes
Q2_2 Dedicated Staff Member From Social Services	0.88	0.33	0.00	1.00	0=no; 1=yes
Q2_3 Dedicated Staff Member From Neighborhood Representatives	0.79	0.41	0.00	1.00	0=no; 1=yes
Q3 Individuals Outside of BCJI Team Influenced Project	0.27	0.45	0.00	1.00	0=no; 1=yes
Q4 Partners' Difficulty Aligning Priorities	2.06	0.76	1.00	4.00	1=All priorities were aligned; 2=Most of their priorities were aligned; 3=About half of their priorities were aligned; 4=Most of their priorities were NOT aligned; 5=No agreement on their priorities
Q6 Area of Site Champion	2.67	1.26	1.00	4.00	1=Law Enforcement; 2=Social Services; 3=Neighborhood/Target Area; 4=Other, Please Specify
Q7 Quality of Planning Process	1.88	0.84	1.00	3.00	1=Above average; 2=Average; 3=Below average
Q8 Data Driven Effort of Planning Process	2.46	1.05	1.00	4.00	1=Very data driven; 2=Somewhat data driven; 3=Data driven in some respects but not in others ; 4=Not really data driven; 5=Not at all data driven
Q9_1 Not Data Driven Because Lack of Resources	0.00	0.00	0.00	0.00	0=no; 1=yes

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Variables	Mean	SD	Min	Max	Coding
Q9_2 Not Data Driven Because Site Management	0.33	0.48	0.00	1.00	0=no; 1=yes
Q9_3 Not Data Driven Because External Forces	0.17	0.38	0.00	1.00	0=no; 1=yes
Q9_4 Not Data Driven Because Leadership	0.58	0.50	0.00	1.00	0=no; 1=yes
Q9_5 Not Data Driven Because Data Access	0.29	0.46	0.00	1.00	0=no; 1=yes
Q9_6 Not Data Driven Because Other	0.50	0.51	0.00	1.00	0=no; 1=yes
Q10_1 Site Selected Appropriate Interventions (Crime Prevention)	1.90	0.69	1.00	4.00	1=Most appropriate; 2=Somewhat appropriate; 3=Neither appropriate nor inappropriate; 4=Somewhat inappropriate; 5=Not at all appropriate
Q10_2 Site Selected Appropriate Interventions (Neighborhood Revitalization)	1.92	0.88	1.00	4.00	1=Most appropriate; 2=Somewhat appropriate; 3=Neither appropriate nor inappropriate; 4=Somewhat inappropriate; 5=Not at all appropriate
Q10_3 Site Selected Appropriate Interventions (Cross-Sectional Partnerships)	1.71	1.02	1.00	5.00	1=Most appropriate; 2=Somewhat appropriate; 3=Neither appropriate nor inappropriate; 4=Somewhat inappropriate; 5=Not at all appropriate
Q11 Difficulty of Implementation Plan	2.33	0.89	1.00	5.00	1=Extremely difficult; 2=Somewhat difficult; 3=Neither difficult or easy
Q12_1 Law Enforcement Partner Commitment to BCJI Process	1.98	0.98	1.00	5.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted
Q12_2 Social Services Partner Commitment to BCJI Process	1.75	0.93	1.00	5.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted
Q12_3 Neighborhood Representatives' Commitment to BCJI Process	1.94	1.06	1.00	5.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted

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Variables	Mean	SD	Min	Max	Coding
Q13_1 Law Enforcement Readiness to Implement	2.18	1.01	1.00	4.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted
Q13_2 Social Services Readiness to Implement	2.00	1.10	1.00	5.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted
Q13_3 Neighborhood Representatives' Readiness to Implement	2.25	1.32	1.00	5.00	1=Extremely committed; 2=Somewhat committed; 3=Neither committed nor uncommitted; 4=Somewhat uncommitted; 5=Extremely uncommitted
Q14 Realistic Project Expectations Given the Budget	2.65	0.73	1.00	4.00	1=Budget was more than necessary to achieve project expectations; 2= Project expectations were all achievable within the budget; 3=Project expectations were mostly achievable with the size of the budget; 4=Project expectations were too ambitious for the size of the budget
Q15 How Active Site Was in Engaging Target Community	1.67	0.78	1.00	4.00	1=Very active in community engagement; 2=Somewhat active in community engagement; 3=Not particularly active in community engagement; 4=Not at all active in community engagement
Q16_1 Lack of Community Engagement Because Lack of Resources	0.17	0.38	0.00	1.00	0=no; 1=yes
Q16_2 Lack of Community Engagement Because Site Management	0.46	0.51	0.00	1.00	0=no; 1=yes
Q16_3 Lack of Community Engagement Because External Forces	0.21	0.41	0.00	1.00	0=no; 1=yes
Q16_4 Lack of Community Engagement Because Leadership	0.29	0.46	0.00	1.00	0=no; 1=yes

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Variables	Mean	SD	Min	Max	Coding
Q16_5 Lack of Community Engagement Because Data Access	0.00	0.00	0.00	0.00	0=no; 1=yes
Q16_6 Lack of Community Engagement Because Other	0.33	0.48	0.00	1.00	0=no; 1=yes
Q17 How Well BCJI Effort Was Advertised to Community	2.19	0.89	1.00	4.00	1=Exceptionally well – the majority of residents knew about the project; 2=Pretty well – the project has devoted significant resources to ensuring the residents know about the project; 3=They have tried, but their message is not penetrating; 4=Not much effort has gone into advertising the BCJI project
Q18 How Focused Was the Project on Neighborhood Revitalization	2.06	0.78	1.00	3.00	1=Very focused; 2=Somewhat focused; 3=Not focused
Q19_1 Lack of Focus on Neighborhood Revitalization Because Lack Resources	0.34	0.48	0.00	1.00	0=no; 1=yes
Q19_2 Lack of Focus on Neighborhood Revitalization Because Site Management	0.23	0.43	0.00	1.00	0=no; 1=yes
Q19_3 Lack of Focus on Neighborhood Revitalization Because External Forces	0.11	0.32	0.00	1.00	0=no; 1=yes
Q19_4 Lack of Focus on Neighborhood Revitalization Because Leadership	0.31	0.47	0.00	1.00	0=no; 1=yes
Q19_5 Lack of Focus on Neighborhood Revitalization Because Data Access	0.00	0.00	0.00	0.00	0=no; 1=yes

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Variables	Mean	SD	Min	Max	Coding
Q19_6 Lack of Focus on Neighborhood Revitalization Because Other	0.29	0.46	0.00	1.00	0=no; 1=yes
Q20 Frequency of Group Meetings for Monitoring Implementation	3.10	0.74		6.00	1=Weekly; 2=Bi-weekly; 3=Monthly; 4=Quarterly; 5=Semi-Annually; 6=Never
Q21 How Well BCJI Effort Created Meaningful Cross-Sectional Relationships	2.46	1.15	1.00	5.00	1=Exceptionally well; 2=Pretty well; 3=In the middle – pretty well with some partners but not so well with others; 4=Not so well; 5=Not at all (no meaningful relationships that will be sustained)
Q22_1 Lack of Meaningful Relationships Because Lack of Resources	0.25	0.46	0.00	1.00	0=no; 1=yes
Q22_2 Lack of Meaningful Relationships Because Site Management	0.38	0.52	0.00	1.00	0=no; 1=yes
Q22_3 Lack of Meaningful Relationships Because External Forces	0.13	0.35	0.00	1.00	0=no; 1=yes
Q22_4 Lack of Meaningful Relationships Because Leadership	0.13	0.35	0.00	1.00	0=no; 1=yes
Q22_5 Lack of Meaningful Relationships Because Data Access	0.00	0.00	0.00	0.00	0=no; 1=yes
Q22_6 Lack of Meaningful Relationships Because Other	0.00	0.00	0.00	0.00	0=no; 1=yes
Q23 Proportion of Site's Implementation Plan That Has Been Executed	2.22	0.99	1.00	5.00	1=All; 2=Most; 3=Some; 4=Hardly any; 5=None

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Variables	Mean	SD	Min	Max	Coding
Q24 How Receptive Site Was to Feedback from TTA	1.85	1.07	1.00	4.00	1=Very receptive; 2=A little receptive; 3=Neither receptive nor unreceptive; 4=A little unreceptive; 5=Very unreceptive
Q25 How Likely BCJI Effort Will Be Sustained After Funding Runs Out	2.73	1.51	1.00	5.00	1=Very likely; 2=Somewhat likely; 3=Neither likely nor unlikely; 4=Somewhat unlikely; 5=Very unlikely
Q26_1 Sustainability Not Likely Because Lack Resources	0.48	0.51	0.00	1.00	0=no; 1=yes
Q26_2 Sustainability Not Likely Because Site Management	0.43	0.51	0.00	1.00	0=no; 1=yes
Q26_3 Sustainability Not Likely Because External Forces	0.33	0.48	0.00	1.00	0=no; 1=yes
Q26_4 Sustainability Not Likely Because Leadership	0.29	0.46	0.00	1.00	0=no; 1=yes
Q26_5 Sustainability Not Likely Because Data Access	0.05	0.22	0.00	1.00	0=no; 1=yes
Q26_6 Sustainability Not Likely Because Other	0.10	0.30	0.00	1.00	0=no; 1=yes

Appendix B

SITE VISITS

OVERVIEW

After careful consultation with the National Institute of Justice (NIJ) and the Bureau of Justice Assistance (BJA), we selected 14 sites for on-site field work. Twelve site visits were completed and two sites declined our request for an on-site visit. Each site visit resulted in a site visit report that includes a project description, process evaluation, evaluability report, and a logic model which are included in this Appendix.

After the site visit list was finalized, we reached out via email to the Points of Contact for each site that BJA provided to us. We tried to schedule visits to the sites whose closing dates had already occurred or were approaching first. We gave sites a choice of several dates and supplied each with an example agenda for guidance. We also provided the sites with informed consent forms via email. We left it up to the sites to coordinate the visit and decide with whom they felt we should meet. The only meetings we discouraged were those with fiscal representatives such as fiscal officers, accountants, or similar individuals. The financial piece of each project was out of the scope of our work and we did not want sites to feel we were there to audit how they spent their money.

On site, we engaged in mostly individual or small group meetings following a semi-structured interview protocol at each meeting. We took notes but did not audio record our meetings. We toured the target area at each site. After each visit, we wrote up a site visit report. We provided each site a draft of the report and allowed time for comments and corrections before submitting the preliminary report to NIJ as required by the grant solicitation (NIJ-2016-9326).

SITE VISIT PROTOCOL

General Questions

- Can you give a brief overview of the project from start until now?
- Can you describe your role in the CBCR/BCJI project?
- Have there been any major obstacles?

Pillars and Questions

Data and Research

Data Driven and Evidence Informed

BCJI targets crime hot spots – typically micro-places in communities that have struggled with crime for years. Researchers are engaged in the day-to-day work, helping partners examine problems, assess possible solutions and monitor progress.

Related questions

- Could you describe the target area? (is it a micro-place?)

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- Is the target area a historically crime ridden area? (historical hotspot)
- How involved was the RP in selecting this area?

- What are the drivers of crime in the target area?
 - limited recreational opportunities for youth
 - abandoned properties
 - employment barriers for people who have been incarcerated.

Community Oriented

Community Engagement

BCJI champions active roles for residents in identifying problems, selecting strategies and creating safe environments.

- Can you describe how residents were involved in: “critical community input”
- Is there a neighborhood champion?
 - Problem identification
 - Selecting strategies
 - Creating safe environments

Spurs Revitalization

BCJI tackles problem properties, unemployment, transit barriers and service gaps related to crime.

- What are the specific revitalization efforts?
- How is your site defining revitalization?

Key words (problems):

- Problem properties
- Unemployment
- Transit barriers
- Service gaps related to crime

Builds Partnerships

BCJI taps the resources of public, non-profit and community leaders to bring more resources and different approaches to bear on longstanding crime challenges, and to enhance sustainability.

- Who would you say are your key partners?
- What partnerships are you lacking that would be beneficial?
- How have your partnerships changed over the life of the project?
- Do you think your project is sustainable past the BCJI/CBCR funding?

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EVALUABILITY

As the interventions vary in their scope and goals, a review of the methods for determining evaluability of BCJI projects will be summarized across for geographic—and problem-oriented interventions. The review will focus on the important of identifying the appropriate (1) units of analysis, (2) dependent variables, and (3) statistical models.

Key Questions

- Are program components stable or still evolving or extinct?
- Can we trace logical and plausible connections between a program's activities and its intended outcomes?
- Are there enough cases or observations to permit statistically robust conclusions?
- Is a comparison group possible?
- Can we isolate the program's effects from other related forces operating in the community?

Pre-screen—can the site...

...identify a target population and its needs as they relate to public safety

...identify program goals that are well-specified and measurable

...fully implement proposed program activities

...identify public safety outcomes that address the target population's needs

...show a logical link between program activities and expected outcomes

...show the potential for significant knowledge gain for evaluators, policymakers and practitioners.

Possible Questions

1. Is the intervention modeled after evidence-based practices?
2. What is the problem to be addressed?
3. Is change expected at multiple levels?
4. Are the necessary partners involved to effect change?
5. Can we isolate the impact of the intervention?
6. Is there a logical link between program activities and public safety outcomes?
7. How is the target population identified?
8. Is there a defined and measurable intervention?
9. Can we track intervention dosage?
10. Are sample sizes large enough to support an impact evaluation?
11. Are there suitable comparison groups?
12. How is the intervention linked to measurable outcomes?

Indicators of Evaluability

1. Clearly identified public safety outcomes.
2. Logical link between program goals, observed activities, target population needs, and expected or observed outcomes.
3. Uses an empirically-supported intervention in an innovative way.

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4. Already planning or completed an outcome evaluation.
5. Data collection is an integral part of program activities.
6. Sufficient sample sizes and appropriate comparison groups.
7. Program staff understand what will be involved in an outcome evaluation and are willing to support one.

Obstacles

1. Lack of full implementation.
2. Inability to identify public safety outcomes.
3. No logical link between program activities and/or target population to program goals.
4. Small sample sizes.
5. Large number of confounding variables that need to be identified and measured.
6. Prior research is substantial and strong in the area.
7. Inadequate data sources, particularly to measure public safety outcomes and cost-benefit

TTA Questions

1. Did you know that TTA was available to your site?
2. Were you part of a TTA request to LISC?
 - a. If yes,
 - i. Can you describe the request?
 - ii. What was the response to the request?
 - iii. Did you find the response helpful?
 - iv. Did you find the request timely?
 - b. If no, are you aware of any TTA request made by your site to LISC?

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CODING

Table B-5. Site Visit Report Codebook

VARIABLES	DEFINITIONS/EXAMPLES
<p><i>Target Area Variables</i></p> <ul style="list-style-type: none"> • Urbanicity <ul style="list-style-type: none"> ○ Rural ○ Urban ○ Suburban • Crime Type <ul style="list-style-type: none"> ○ General Disorder <ul style="list-style-type: none"> ▪ Homelessness ○ Theft_Burglary ○ Vice Crimes ○ Violent Crime ○ Youth Crime • Size <ul style="list-style-type: none"> ○ Group of Counties ○ Group of Neighborhoods ○ Public Housing Complex ○ Single Neighborhood • Demographics <ul style="list-style-type: none"> ○ Predominately Hispanic ○ Predominately Native American ○ Predominately Historically Black ○ Racially Divided • Use <ul style="list-style-type: none"> ○ Mixed Business, Entertainment, and Residential ○ Predominately Residential <ul style="list-style-type: none"> ▪ Mostly Public Housing Units ▪ Mostly Renters ▪ Mixture of Homeowners and Renters • Characteristics <ul style="list-style-type: none"> ○ Impoverished Area ○ Racial Disparities ○ Income Disparities ○ Lack of Public Transportation ○ Food Desert ○ Physically Isolated 	<p>Themes across descriptions of target areas</p>
<p><i>Team Member Engagement</i></p> <ul style="list-style-type: none"> • Sub-Grantees, Partners or other Affiliated Persons • Program Committees, Coalitions, and Teams • Fiscal agent • Project coordinator • Research partner 	<p>Who are all the people the research team met with during the site visit?</p>

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<ul style="list-style-type: none"> • Local Law Enforcement • Project Manager • Grant Manager 	
<p>Strategies</p> <ul style="list-style-type: none"> • Health Services <ul style="list-style-type: none"> ○ Mental Health Support ○ Substance Abuse Treatment_Support • Neighborhood Stabilization and Outreach <ul style="list-style-type: none"> ○ Crime-related ○ Community-oriented ○ Personal Empowerment Resources ○ Professional Development ○ Youth Engagement and Development ○ Restorative Justice • Place-based Strategies <ul style="list-style-type: none"> ○ Blight Removal and CPTED ○ Provide Housing ○ Provide Transportation ○ Creative Placemaking • Enforcement Strategies <ul style="list-style-type: none"> ○ Increased Officer Presence • Relationship Building Between Community & Criminal Justice System • Agency Coordination 	<p>What types of strategies did each site employ that pertained to the project? In other words, what were some of the issues implemented programs were addressing?</p>
<p>Pillar Alignment</p> <ul style="list-style-type: none"> • Data and research • Community-oriented • Spurs revitalization • Builds partnerships 	<p>Does the site employ strategies that align with each of the four pillars?</p>
<p>Successes</p> <ul style="list-style-type: none"> • Decrease in Criminal Activity • Diffusion of Programs • Engaged Community Participation <ul style="list-style-type: none"> ○ Engaged Community Partners ○ Engaged Community Residents • Improved Community and Police_Government Relations • Improved Physical Environment <ul style="list-style-type: none"> ○ Blight Reduction ○ Decrease in Homelessness • Self-report of overall program success • New Tools and Programs 	<p>What were some of the sites' successes?</p>
<p>Challenges</p> <ul style="list-style-type: none"> • Federal Grant Management <ul style="list-style-type: none"> ○ Federal Restrictions and Cultural Misunderstandings ○ Delays <ul style="list-style-type: none"> ▪ Result Of_Funding Delay 	

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<ul style="list-style-type: none"> ▪ Result Of_Multiple Revisions Requests ▪ Result Of_Request for Scope Change ▪ Resulted In_Loss of Momentum_Partner ▪ Resulted In_Need for Extension ▪ Resulted In_Periods of Ceasing Operations ○ Bureaucratic Logistics <ul style="list-style-type: none"> ▪ Lack of Communication • History, Climate, and Influential Events <ul style="list-style-type: none"> ○ Natural Disasters ○ History and Climate <ul style="list-style-type: none"> ▪ Geographic_Symbolic Barriers ▪ High-Profile Shootings and Deaths • Programming <ul style="list-style-type: none"> ○ Capacity ○ Program Oversight <ul style="list-style-type: none"> ▪ Saturation_Fatigue ▪ Lack of Cultural Competence at Ground Level ▪ Questionable Decision-Making • Turnover <ul style="list-style-type: none"> ○ Direct Project Relation ○ Political_Representative 	<p>What were some of the sites' challenges?</p>
<p>Evaluability</p> <p><i>Comparison Site</i></p> <ul style="list-style-type: none"> • Potentially Yes • Unlikely <p><i>Type of Evaluation</i></p> <ul style="list-style-type: none"> • Retrospective <ul style="list-style-type: none"> ○ Data Availability <ul style="list-style-type: none"> ▪ Issues with Data Availability ▪ Very good data availability ○ Implementation <ul style="list-style-type: none"> ▪ Fully Implemented ▪ Not Yet Fully Implemented ▪ Will Not or Did Not Fully Implement ▪ Non-continuous operation • Prospective <ul style="list-style-type: none"> ○ Data Availability <ul style="list-style-type: none"> ▪ Would require collecting more data ○ Implementation <ul style="list-style-type: none"> ▪ Open and not fully implemented ▪ Closed and would require more funding or funding to replicate program in another area 	<p>Are there comparison sites?</p> <p>What type of evaluation could be done at the site (retrospective vs. prospective)?</p> <p>What is the quality of data availability?</p> <p>Where is the site at in terms of implementation?</p>
<p>Sustainability</p> <ul style="list-style-type: none"> • Most activities will be sustained • Some activities will be sustained 	<p>To what degree will the sites' activities be sustained?</p>

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<ul style="list-style-type: none"> • Unclear whether any activities will be sustained • No sustainability plan in place 	
<p>Implementation Plan Alignment</p> <ul style="list-style-type: none"> • No Implementation Plan • Mostly Aligned • Somewhat Aligned 	Did they do what they said they were going to do?
<p>VRAT</p> <ul style="list-style-type: none"> • Completed <ul style="list-style-type: none"> ○ 0-5 Respondents ○ 6-10 Respondents ○ 11-15 Respondents • Did Not Complete 	Did the site complete the VRAT?
<p>Fiscal Agent</p> <ul style="list-style-type: none"> • City_County • Educational Institution • Other • Police Department 	What type of institution is the fiscal agent?
<p>Grant Type</p> <ul style="list-style-type: none"> • Implementation <ul style="list-style-type: none"> ○ Abatement Focused • Planning & Implementation <ul style="list-style-type: none"> ○ Law Enforcement Focused ○ Programming Focused ○ Social Services Focused • Planning with Subsequent Implementation 	<p>What type of grant was the site awarded?</p> <p>What was the focus of the grant?</p>
<p>Leveraged Other Existing Resources_Funding</p>	Code if sites' leveraged other existing resources
<p>Received New Grants</p>	Code if sites' received a new CBCR/BCJI grant
<p>Received No-Cost Extensions</p> <ul style="list-style-type: none"> • 1 • 2 • 3 	How many no-cost extensions did each site receive?

SUMMARY STATISTICS

Table B-6. Grant Characteristics

Variable	Frequency
<i>Type of Grant</i>	
Implementation	2
Abatement Focused	2
Planning and Implementation	7
Law Enforcement Focused	2
Programming Focused	4

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Variable	Frequency
Social Services Focused	1
Planning with Subsequent Implementation	3
<i>Funding Year</i>	
2013	4
2014	3
2015	4
2016	1
<i>Pillar Alignment</i>	
Data and Research	12
Community-Oriented	12
Spurs Revitalization	9
Builds Partnerships	12
<i>Implementation Plan Alignment</i>	
Mostly Aligned	7
Somewhat Aligned	4
No Implementation Plan	1
<i>Sustainability</i>	
Most Activities Will Be Sustained	6
Some Activities Will Be Sustained	2
Unclear Whether Any Activities Will Be Sustained	2
No Sustainability Plan in Place	2
<i>Fiscal Agent</i>	
City or County	3
Educational Institution	4
Police Department	2
Other	6
<i>VRAT</i>	
Completed	9
Did Not Complete	3
<i>Received No-Cost Extensions</i>	
One	4
Two	5
Three	1
<i>Leveraged Other Existing Resources</i>	7

Table B-7. Target Area

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Attribute	Frequency
<i>Use</i>	12
Mixed Business, Entertainment, & Residential	4
Predominately Residential	8
Mixture of Homeowners & Renters	2
Mostly Renters	1
Mostly Public Housing	5
<i>Urbanicity</i>	12
Rural	1
Suburban	2
Urban	9
<i>Size</i>	12
Group of Counties	1
Group of Neighborhoods	5
Single Neighborhood	5
Public Housing Complex	1
<i>Demographics</i>	7
Predominately Hispanic	1
Predominately Native American	1
Predominately (or Historically) Black	4
Racially Mixed	1
<i>Characteristics</i>	9
Impoverished Area	7
Income Disparities	1
Racial Disparities	1
Physically Isolated	2
Food Desert	5
Lacks Public Transportation	2
<i>Crime Problems</i>	12
Theft or Burglary	3
Vice Crimes	5
Violent Crime	7
Juvenile Crime	3
General Disorder	6

Table B-8. Team Member Engagement

Team Member Engagement	Frequency
Fiscal Agent	8

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Team Member Engagement	Frequency
Grant Manager	1
Project Coordinator	11
Project Manager	3
Research Partner	12
Local Law Enforcement	7
Program Committees, Coalitions, and Teams	5
Sub-Grantees, Partners, and Other Affiliated Persons	9

Table B-9. Mapping Strategies to Pillars

Strategies	Data and Research	Community-Oriented	Spurs Revitalization	Builds Partnerships
Agency Coordination	0	3	2	4
Health Services	1	6	0	7
Neighborhood Stabilization and Outreach	7	11	3	10
Place-based Strategies	2	6	8	5
Relationship Building Between Community and Criminal Justice System	2	11	1	8
Enforcement Strategies	1	2	4	2

Table B-10. Project Strategies

Strategies	Frequency
<i>Agency Coordination</i>	4
<i>Health Services</i>	8
Mental Health Support	5
Substance Abuse Treatment and Support	4
<i>Neighborhood Stabilization and Outreach</i>	11
Community-Oriented	8
Crime-Related	8
Personal Empowerment Resources	9
Professional Development	7
Restorative Justice	2
Youth Engagement and Development	10
<i>Place-Based Strategies</i>	8
Blight Removal and CPTED	7
Creative Placemaking	3

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Strategies	Frequency
Provide Housing	1
Provide Transportation	1
<i>Enforcement Strategies</i>	4
Increased Officer Presence	2
<i>Relationship Building Between Community and Criminal Justice System</i>	12

Table B-11. Challenges

Challenges	Frequency
<i>Federal Grant Management</i>	12
Bureaucratic Logistics	10
Lack of Communication	7
Delays	11
Result of Funding Delays	8
Result of Multiple Revisions	5
Result of Scope Change Request	1
Resulted in Loss of Momentum or Partners	6
Resulted in a Need for an Extension	4
Resulted in Periods of Ceasing Operations	4
Federal Restrictions & Cultural Misunderstandings	8
<i>History, Climate, & Influential Events</i>	7
Natural Disasters	2
History & Climate	7
Geographic or Symbolic Barriers	1
High-Profile Shootings and Deaths	3
<i>Programming</i>	7
Capacity	5
Program Oversight	3
Lack of Cultural Competence At Ground Level	3
Questionable Decision-Making	1
Saturation or Fatigue	1
<i>Turnover</i>	10
Directly Related to Project	7
Political Representative	7

Table B-12. Successes

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Successes	Frequency
<i>Decrease in Criminal Activity</i>	4
<i>Diffusion of Programs</i>	5
<i>Improved Community, Police, and Government Relations</i>	4
<i>New Tools and Programs</i>	2
<i>Self-Report of Overall Success</i>	5
<i>Engaged Community Participation</i>	11
Engaged Community Partners	7
Engaged Community Residents	5
<i>Improved Physical Environment</i>	4
Blight Reduction	4
Decrease in Homelessness	1

Table B-13. Evaluability Indicators

Indicator	Frequencies
<i>Comparison Site</i>	
Potentially Yes	4
Unlikely	8
<i>Retrospective Evaluation</i>	10
Data Availability	
Issues with Data Availability	5
Very Good Data Availability	5
Implementation	
Fully Implemented	4
Not Yet Fully Implemented	3
Will Not or Did Not Fully Implement	3
Non-Continuous Operation	1
<i>Prospective Evaluation</i>	12
Data Availability	
Would Require More Data Collection	10
Implementation	
Closed and Would Require More Funding	7
Open and Not Fully Implemented	5

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