



PACT

Partners Acheiving Community Transformation

Geography Community Safety Plan

A COMPREHENSIVE APPROACH TO BUILDING A SAFE & VIBRANT COMMUNITY

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Introduction

In 2011 Partners Achieving Community Transformation (PACT) organized five subcommittees to develop a set of goals and priorities that would guide planning for the nearly 800 acre transformational community development and revitalization initiative supported by The Ohio State University, City of Columbus, and Columbus Metropolitan Housing Authority. Creating Safe, Vibrant, and Accessible Neighborhoods was one of five core plan elements, offered in The Blueprint for Community Investment, which suggested explicit activities to advance community safety.

In 2015, PACT engaged National Center for Urban Solutions (NCUS), to develop an in-depth comprehensive Safety Plan which addresses the Original goal of creating a neighborhood which attracts residents and visitors to the Near Eastside. NCUS created a variety of strategic engagement strategies to bring the stakeholders back to the table and to convey to the community this process is not duplicative to previous PACT safety meetings conducted in prior years. Upon regaining “trust” in the community, NCUS hosted a series of “porch” conversations, community conversations; barbershop surveys and other methodologies were employed to identify key strategies needed in the revised Safety Plan.

This report intends to build upon recommendations offered by the Safe, Vibrant & Accessible Neighborhoods Subcommittee in part as guidance for the development of the PACT geography Community Safety Plan (CSP). While recommendations made by the Subcommittee propose neighborhood patrols and suppression oriented activities, the CSP features complimentary strategies tendered by PACT geography residents that enlist

“people” centered crime intervention, reduction and prevention activities that acknowledge broken social constructs of families and community while focusing on building social capital and reinforcing civility.

The CSP is a strategic four year community driven crime intervention, reduction and prevention plan that combine recommendations and suggestions offered by PACT geography residents and many other interested stakeholders with elements of national best practice safety and crime prevention models proven to demonstrate measured reductions in crime and increased safety. The CSP promotes a multi-sector inter-agency collaboration with support and buy-in from PACT geography residents, businesses, churches and organizations in the community.

The document introduces the origins and explains the methodology employed to develop the CSP. It describes challenges arrived at throughout the development process, and presents an existing community safety profile detailing social constructs that influence crime trend patterns later highlighted. The document recounts the approach taken to engage PACT geography residents, summarizes priorities rooted in participants’ perspectives, and merges components of exemplary or promising crime prevention models. Specific short, intermediate and long term strategies are offered along a timeline with measurable objectives and a system of evaluation. Finally, a conclusion summarizes the intent, plausibility and effort required for the CSP to be successfully implemented.



The CSP was developed over an eight-month period from August 2015 to March 2016. The process consisted of the following eight components:

1. **Work-plan Creation:** NCUS worked with PACT team to develop a work-plan matrix for the strategic planning, fact finding, and community engagement process.
2. **Literature Review:** NCUS conducted a document review of existing crime prevention program models. The purpose of the review was to identify best practices and models, so as to build on what has worked.
3. **Individual Interviews:** 30 PACT geography residents, including 15 formal interviews with key community stakeholders and 15 high school students. The interviews aimed to provide a private setting information from an impartial, unbiased individualistic perspective on the status of community safety.
4. **Community Conversations:** Five community conversations (1) youth; (1) young adult; (1) Civic Association; (1) Business; (1) Churches; and (1) Community Leaders] that involved 72 representatives from local PACT geography public health, social service, education, faith, and community- based organizations were conducted. These organizations/Institutions also participated in strategic planning over the eight month period in order to develop guiding principles that define and prioritize CSP goals, objectives and strategies.
5. **Technical Team Meetings with PACT:** 5 technical team meetings and updates with PACT to assess and provide feedback on the on-going planning process
6. **Synthesis and Review:** The outcome from interviews, community conversations, surveys and general findings from notes taken during individual/ group sessions were reviewed and synthesized to inform content and design element layouts for CSP.
7. **First Draft Feedback:** Throughout the process, feedback from participants and PACT was solicited and incorporated into the CSP working draft and final iteration.
8. **Final Blueprint:** The final product of the CSP result in a combination of community planning input and priorities that support the intervention, reduction and prevention of crime and increase safety community-wide.

Community Engagement Activities	
Over 350	People Engaged
215	Surveys
15	1 on 1 Interviews
6	Community Conversations
1	Capacity Building Project

A variety of crime prevention models are described in the literature review of Crime Prevention. Developmental Crime Prevention (also referred to as Social Prevention) aligned most with Community Findings reported later in this document. Social prevention “promotes the well-being of people and encourages pro-social behavior through social, economic, health and educational measures, with a particular emphasis on children and youth.” Thus, strategies crafted in the CSP to reduce crime and increase community safety will examine risk factors associated with criminal behavior, and characteristics that include personality, familial, peer and school-related factors.



Challenges

Revitalization is not gentrification, and an unfortunate consequence of many community revitalization initiatives is the perception held by target area residents that newly developed infrastructure, housing and other complimentary amenities will primarily improve quality of life indicators for new entrants into the community, while excluding long-term residents from projected benefits. Many PACT geography residents expressed great skepticism as to “who” the actual beneficiaries of nearly 800 acre community revitalization and transformation initiative will actually be.

First, residents expressed discontent and great uncertainty about how this community redevelopment and transformation initiative would take place. There were also concerns about what individual or family gains PACT geography residents would reap as well as whether or not the historical roots and attributes of African American heritage would be preserved among families and businesses. Virtually every group (youth, long-term adult residents, business community, and churches) that participated in the development of

PCS shared deep concerns about “who” the plan was actually for, and “why all of sudden now” is safety such an important concern. It is gravely important the author communicates resident discontent without community buy-in any plans to reduce crime and crime factors will not be sustainable.

Second, re-engagement presented participation obstacles for NCUS as a fundamental misunderstanding of PACT and its role in the process; therefore, interested stakeholders and community members were hesitant to participate in community conversations for a second time. Note: The feedback from the community provoked NCUS’s first recommendation to PACT: Immediate re-branding of PACT to the Near East Side community.

Third, there also exists the notion that several high crime, poverty stricken Hot Spot neighborhoods nestled within the PACT geography would require intensive capital investment in a long-term, multi-sector sustainable approach of varying service providers to address deeply rooted social challenges and malfunction.



“Young people deserve better. We all can do more to keep our community safe.”

Raqib Howel -“Roc” the Barber
Frank Coles Barber Shop

Community Safety Profile

As part of a collective community anchored by the Near East Side Area Commission, the PACT geography has several highly active civic/neighborhood associations that work to initiate, review and recommend criteria and programs for the preservation, development and enhancement of the Near East Area. PACT geography area associations include: Mount Vernon Avenue District Improvement Association; Old Town East Neighborhood Association; Franklin Park Civic Association; The Woodland Park Neighborhood Association; The Long Street Businessmen's Association; and the Bronzeville Neighborhood Association. The Blueprint for Community Investment provides comprehensive PACT geography demographic data based on 2006-2010 American Community Survey data. Because the data represents the most recent, comprehensive snapshot of various quality of life metrics and indicators the development of the CSP relied heavily upon it.

Community safety asset analysis unveiled independent active block watch activities conducted throughout the King Lincoln District and the area bounded by the Woodland Park Neighborhood Association. Although efforts made by participating residents may in fact preclude some criminal activity, without data to support block watch efficacy, the activities generally address crime, neighborhood disturbances and nuisances through civic association reports and official reports to Columbus Police Department. No visibly active Citizen Patrol groups surfaced throughout the 7 month CSP development period; however some PACT geography residents have subscribed to a private social network app called Nextdoor for crime alerts and other related topics.

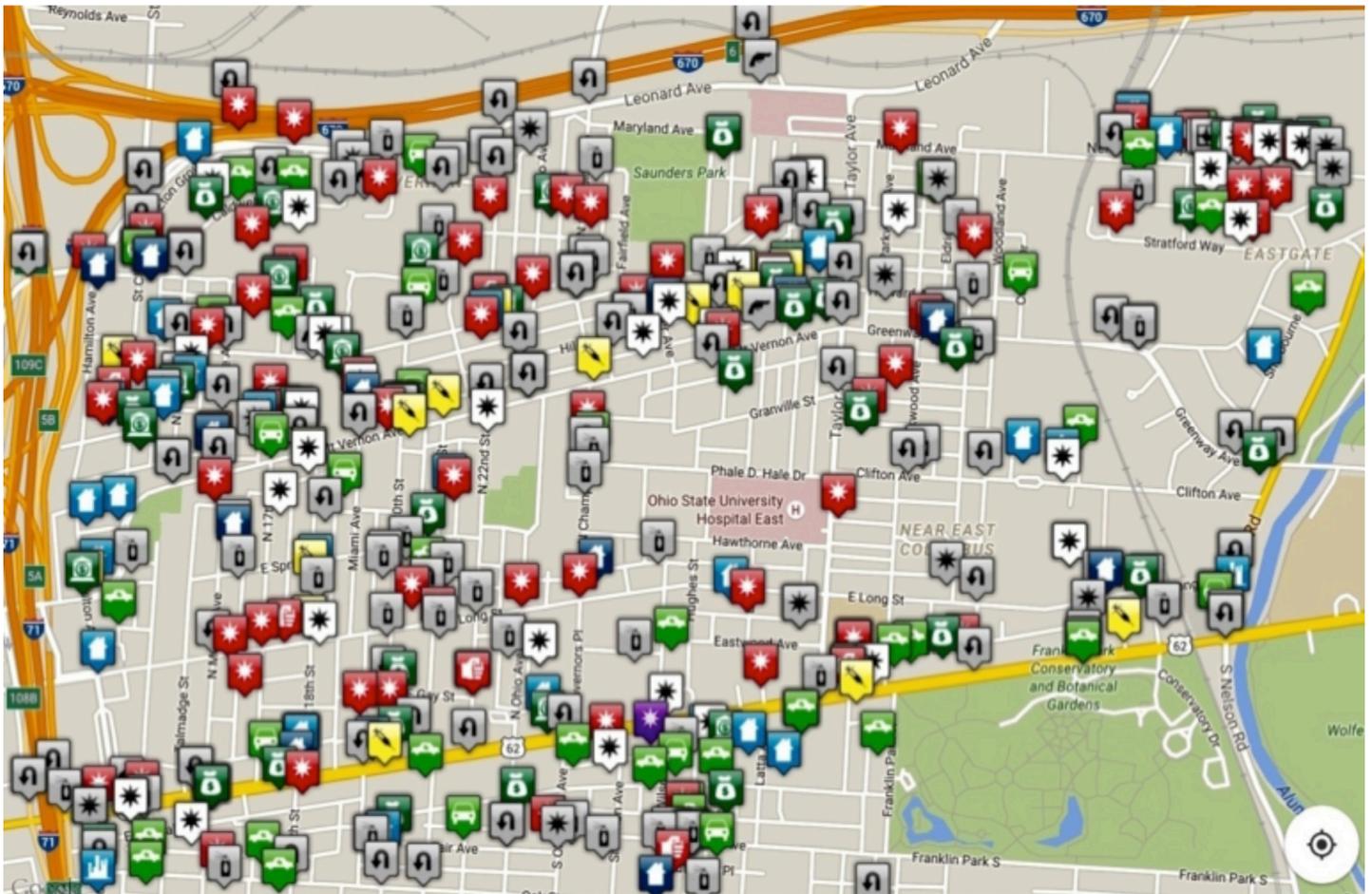


“Crime seems to stay the same. People need assistance figuring out life.”

Marvin Berry
Christopher's Hair & Nail Salon

Crime

From January 1, 2016 to mid-April 2016 the PACT geography recorded 97 Columbus Police Department misdemeanor or felony offenses within Cruiser District alone. While perceptions of crime in the community vary, criminal activity continues to outpace City-wide averages. Robbery, burglary, theft, auto theft, property crimes, and vandalism still plague the community at a disproportionate rate. Of considerable concern is the number of Domestic Violence incidents symbolized by red objects white asterisk centers in the PACT geography RAIDSONLINE map below.



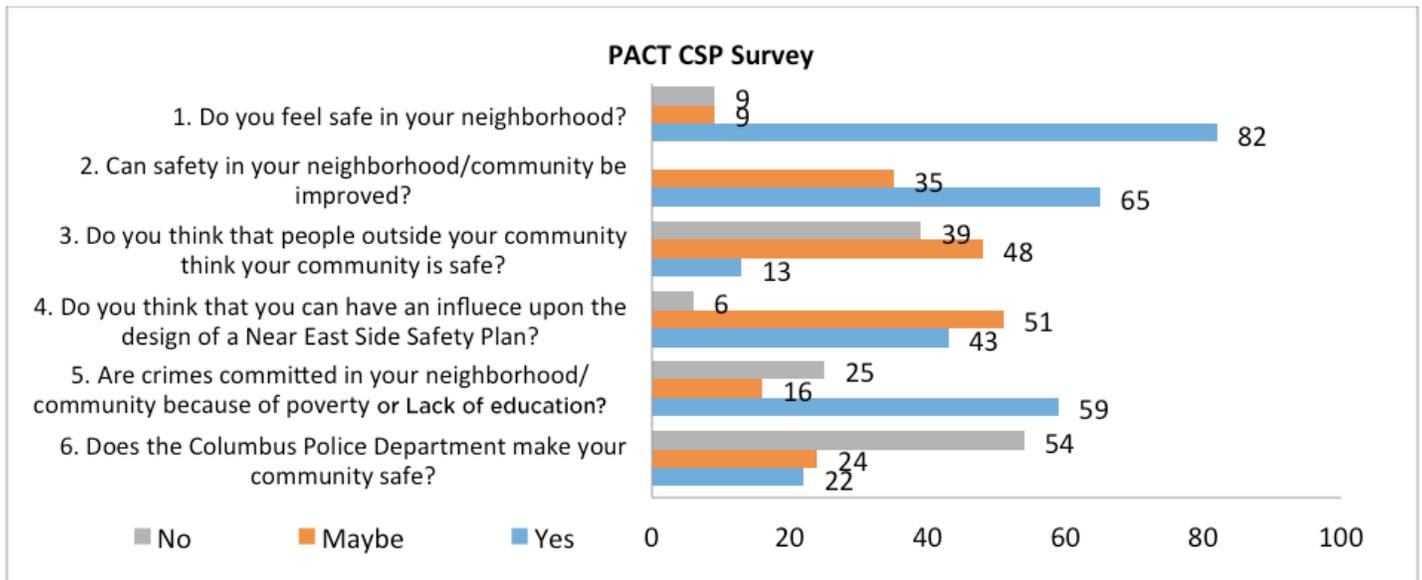
Strong associations exist when income levels and inordinate criminal behavior are considered for evaluations purposes when identifying key hot spots throughout the community. Further geomap level crime data of Tract Code .0029 confirm correlations between crime and poverty as evidenced with excessive criminal activity with an estimated median family income of \$11,985.





Community Findings

Insight from local residents gathered from community engagement activities provided impetus for setting CSP priorities and established a framework to define crime prevention strategies to improve community safety. The chart below represent survey results on the status community safety and recommendations conveyed by each respective group during interview and community conversation settings.



Several priorities consistently emerged during each Community Conversation. Each group, unaware of the preceding group’s suggestions, voluntarily submitted its own rendition without bias or partiality of tenants central to community safety and transformation. The following recommendations summarize their theories.

The Five Points of Consensus

1. Improve community wide communication
2. Conduct targeted outreach to at-risk youth and disconnected young adults
3. Provide workforce education, training and employment services
4. Develop sustainable community infrastructure and Beautification initiatives
5. Accountability: Individual, Family, Schools, Business, Social Service, and Churches



Goals, Objectives, Activities & Outcomes

All PACT geography residents expressed a desire for enhanced community safety. Many CSP development participants recognized the need for a comprehensive, community-wide effort to address obvious impediments to community safety, craft appropriate strategies to remedy local nuisances, source local talents and resources, and target specific subgroups in need of assistance throughout the community. The following outlines elements of best practices in crime prevention merged with community input in the areas of prevention, intervention, Suppression, and community activities.

Prevention Objectives and Strategies

1.1 Activities: Expand opportunities for continued youth development

1.1.1 Expand evening hour activities at the Neighborhood House, Urban League, Beatty Recreation Center, and King's Art Complex that afford youth opportunities to explore cultural, social and civic activities in structured/unstructured safe places.

1.1.2 Establish afterschool based PACT geography volunteer opportunities for youth foster neighborhood connectedness while building self-efficacy, community pride, and positive, social-emotional development.

1.2 Strong families: Strengthen the capacity of families to educate, nurture, and provide supportive home environments for youth and young people.

1.2.1 Foster neighborhood pride by celebrating youth and young people academic/training/career accomplishments via communitywide communication outlets

1.2.2 Expand parental training that involve healthy childhood development and child-rearing practices to at-risk families in highly-impacted areas.

1.2.3 Encourage local churches and Houses of Worship to provide "Safe Haven" environments for at-risk youth and other community members.

1.2.4 Establish and advertise affordable community-based childcare options for working parents.

1.2.5 Establish a support system for families that suffers multi-generational poverty and connect appropriate resources to address acute needs

1.2.6 Establish afterschool based PACT geography volunteer opportunities for youth foster neighborhood connectedness while building self-efficacy, community pride, and positive, social-emotional development.

Prevention Performance Measures

- Dissemination of messages and materials to residents or agencies from all neighborhoods in PACT geography
- Number of newsletters/media transmittals disseminated
- Number of residents that participate in community engagement events
- Number of businesses and organizations that formally participate in community safety.



Goals, Objectives, Activities & Outcomes

1.3 School Connectedness: Foster school connectedness and academic success by promoting a comprehensive, asset-based approach to education

1.3.1 Integrate skills training into the school curriculum to promote youth development and prevent violence, including, violence prevention skill development, anti-oppression curriculum to increase diversity awareness, awareness of the realities of gang life, and life skills training.

1.3.2 Foster safe and positive school climates for all students and school staff, regardless of race/ ethnicity, sexual orientation, learning style or learning ability.

1.3.3 Increase adult involvement and presence on local school campuses, through opportunities by providing a welcoming, non-intimidating environment.

1.3.4 Establish Safe Routes to school to encourage and enable young people to walk and/or bike to school.

1.3.5 Expand opportunities for youth to participate in extracurricular activities at school, including scholarships or removal of fees.

1.4 Social connectedness: Improve communication throughout the community

1.4.1 Create neighborhood gathering places

1.4.2 Ensure that neighborhood parks and other community assets are safe, well-lit and well-maintained.

1.4.3 Establish neighborhood associations in highly-impacted areas, with pro-active dispute resolution structures and support at the neighborhood level.

1.4.4 Collaborate with local businesses and other service providers to identify neighborhood assets and reinforce neighborhood supports.

1.4.5 Foster ongoing communication and information exchange in neighborhoods, through websites, newsletters settings and publicity.

1.4.6 Support the activities of existing community members (church, recreational, local business, informal) to plan events, festivals, block parties and clean-ups at the neighborhood level.

1.5 Economic development: Increase the availability of living wage jobs and the skills required for those jobs

1.5.1 Expand meaningful employment opportunities for youth, including federal WIOA funding and City of Columbus (SOAR) youth summer employment programs, churches, local businesses and community organizations.

1.5.2 Expand the availability of entry level job training opportunities in High Growth industries

1.5.3 Fully adopt and support Ohio Department of Education's Career Pathways education/training tracks into high school curriculum with linkages to internships and mentors.

1.5.4 Foster the collaboration of the business sector.

1.5.5 Create appealing volunteer opportunities for youth, with a focus on job skills-building.

2.1 Mentoring: Enhance and support mentoring programs that link at-risk youth to positive adults, experiences, and opportunities.

2.1.1 Enhance and expand the existing community infrastructure (e.g., Urban Leagues' APPS Program). Identifying individuals and former gang members from the community to serve as mentors and establish standardized training for mentors.



Goals, Objectives, Activities & Outcomes

2.2 Coordinated support: Develop and expand on-going and coordinated support for at-risk youth and ensure a consistent and effective/efficient system of support.

2.2.1 Expand mental health and substance abuse services to be available at earliest intervention stages.

2.2.2 Monitor at-risk youths' school attendance to ensure reengaged into schools.

2.2.3 Provide appropriate coordinated services, including case management, across multiple sectors and organizations for at-risk youth and their families to reduce the possibility of school failure, violence, and/or gang involvement and to increase the possibility of positive outcomes.

2.2.4 Coordinate diagnostic systems and practices across sectors, community groups and parents, to identify at-risk and early gang-affiliated youth.

2.2.5 Conduct socialization training for highly gang-involved individuals.

2.3 Rehabilitation/re-entry: Ensure the availability of rehabilitation/ re-entry services for incarcerated youth, including support systems for youth entering a juvenile facility or probation.

2.3.1 Establish a graduated supervision program for post-incarceration youth, including mentoring, tutoring, volunteering, and counseling activities every day from the close of school until 9pm.

2.3.2 Provide families with appropriate linkages to local supportive resources for post incarceration youth. Include mentoring, tutoring, volunteering, and counseling activities on a weekly basis from the close of school until 9 pm.

2.3.3 Improve the case-to-probation officer ratio.

2.3.4 Expand post-incarceration services for successful youth reintegration.

2.3.5 Expand city and county employment opportunities, as well as private sector opportunities, for formerly incarcerated youth.

2.3.6 Implement restorative justice programs with community organizations and the justice system

2.4 Jobs: Increase opportunities for successful employment among formerly incarcerated individuals

2.4.1 Create job skills training for youth during incarceration.

2.4.2 Assist in identifying job opportunities and placing formerly incarcerated individuals in them.

Performance Measures

- Number of disconnected youth/young people, at-risk families receiving intensive case management services
- Number of at-risk families receiving home visits from outreach workers
- Number of youth/young adults completing work-readiness training

2.4.3 Establish linkages with the business sector in creating employment and internship/apprenticeship opportunities for formerly incarcerated individuals.

2.4.4 Expand involvement of local businesses in the network to assist in re-entry process

2.4.5 Establish post-incarceration protocol for participation in mandatory job skills training

2.5 Family support: Provide case management, family support and coordinated service provisions to support families in highly-impacted neighborhoods.

Goals, Objectives, Activities & Outcomes

2.5.1 Develop school-based family support systems including coordinated cross-sector diagnostic systems that identify and support families and youth at-risk. Include home visitation, integrated, comprehensive case management, mental health and substance abuse services, and bilingual services.

2.5.2 Expand neighborhood-based support services including coordinated cross-sector diagnostic systems and practices for identifying and supporting families at risk, particularly those with young children. Include home visitation, integrated, comprehensive case management, mental health and substance abuse services, and bilingual services.

2.5.3 Ensure that development, planning and zoning decisions consider neighborhood needs and foster positive youth outcomes.

2.6 Community development: Support locating commerce, services, and resources in highly-impacted neighborhoods

2.6.1 Expand community-based centers and school-based family resource centers by increasing funding sources, staff, programs and activities.

2.6.2 Develop collaboration among the Urban League, EDCI, COWIC, and Columbus State Community College to offer entrepreneurship training and create local cottage industries for young people.

2.6.3 Ensure all services are culturally relevant and age appropriate; service providers should reflect the community they serve. Ensure other providers have access to training in cultural competency.

2.6.4 Foster support for local businesses, including restaurants, theaters, and other places of interest, to encourage neighbors to be socially engaged in their communities.

2.6.5 Designate a percentage of block grants to highly-impacted neighborhoods.

2.6.6 Enhance the visibility of local offices for city departments and agencies in highly impacted neighborhoods.

• 2.6.7 Ensure that development, planning, and zoning decisions consider neighborhood needs and foster youth outcomes into account.



2.7 Neighborhood Intervention/Outreach: Train and place respected individuals in highly impacted neighborhoods to foster connections to community resources and reduce conflicts.

2.7.1 Institute street outreach workers model, and establish neighborhood-based activities with former gang members and/or formerly incarcerated youth

2.7.2 Establish and implement a coordinated community crisis response plan and work to facilitate truces/peace pacts between gangs at the community level.

2.7.3 Ensure all services are culturally relevant and age-appropriate, that service providers reflect the community they serve and that other providers have access to training in cultural competency.

2.7.4 Integrate young people into neighborhood council structure as full participants

2.7.5 Foster cooperation and collaboration between and among neighborhoods.

2.7.6 Garner community support from all residents for efforts in prevention, intervention, and suppression.

Goals, Objectives, Activities & Outcomes

2.7.7 Expand and strengthen linkages across neighborhood-based organizations and groups (churches, recreational groups, local businesses, neighborhoods groups, etc).

2.8 Neighborhood appearance: Proactively address neighborhood blight (street lights, loitering, safety, and graffiti) and reduce graffiti and neighborhood damage

2.8.1 Request and/or submit grant proposals for city-funded Request for Proposal neighborhood beautification groups in highly impacted neighborhoods to create a more inviting and pride-inducing environment and to

maintain well-kept, highly lit parks.

2.8.2 Establish a communitywide arts program including murals and establish links between young artists and local artists in apprenticeship or mentorship programs, and create opportunities in rotating local venues for young people to display their artwork.

2.8.3 Collaborate with City/PACT officials to identify and prioritize neighborhood improvement projects in highly impacted neighborhoods.

2.8.4 Expand the community policing approach to help monitor the upkeep of neighborhood appearance and safety.

Suppression Objectives and Strategies

3.1 Referral: Ensure that appropriate people are connected to support and services

3.1.1 Provide referral training and appropriate referral guides/handouts to all neighborhood/community outreach workers that patrol the PACT geography.

3.2 Diversion: Divert youth who have been determined not to pose a risk to the community to intervention programs.

3.2.1 Develop diversion practices, in collaboration with police, juvenile courts, probation and social workers, to reprimand youth and immediately build socially accepted behaviors.

3.2.2 Re-associate and identify youth known for juvenile delinquency who have defected from gang activity and continue to reside in PACT geography. Combat conceptions drawn by community/police.

3.2.3 Develop a set of criteria and database used to determine and categorize youth/young people defection from delinquent/criminal behavior for prompt removal once criteria is met.

3.2.4 Continue monitoring system of database to ensure that the names of individuals who meet the criteria are removed.

3.3 Proactive enforcement/suppression: Continue existing enforcement/suppression efforts and examine regularly for appropriateness and make changes as needed:



3.3.1 Continue to emphasize the community policing approach through maintaining high visibility in areas with significant gang presence and criminal activity.

3.3.2 Examine the effectiveness of enforcement strategies by comparing changes in the number of gang crimes reported, and track the number of serious gang assaults by month and compare to same month in previous year.

3.3.3 Decrease caseloads for probation officers.



Goals, Objectives, Activities & Outcomes

Suppression Performance Measures

- Decrease in the number of crime related incidents reported
- Decrease in number of youth/young people who successfully complete terms of probation

3.3.4 Continue proactive interventions through rapid investigation of serious gang assaults, prevention of retaliatory gang assaults, and identification and arrest of violent gang members.

3.3.6 Continue to enforce probation/parole terms of delinquent youth and gang members.

3.4 Proactive enforcement/suppression: Continue existing, proactive enforcement/suppression efforts and examine regularly for appropriateness and make changes as needed

3.4.1 Continue to emphasize the community policing approach through maintaining high visibility in areas with significant gang presence and criminal activity.

3.4.2 Examine the effectiveness of enforcement strategies by comparing changes in the number of gang crimes reported. Track the number of serious gang assaults by month and compare to same month in previous year.

3.4.3 Decrease caseloads for probation officers.

3.4.5 Continue proactive interventions through rapid investigation of serious gang assaults, prevention of retaliatory gang assaults, and identification and arrest of violent gang members.

3.4.6 Continue to enforce probation/parole terms of delinquent youth and gang members.

Suppression Objectives and Strategies

3.5 Partnerships: Enhance partnerships between law enforcement, including probation and parole, and the community.

3.5.1 Establish coordinated efforts among law enforcement, public and private service providers and community- and faith-based groups.

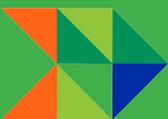
3.5.2 Establish regular community dialogues and activities between law enforcement and community members.

3.5.3 Expand cultural diversity training for police to focus on youth-related issues and trainings to support respectful community and youth relations for all police officers.

3.5.4 Establish connections with youth.

3.5.5 Incorporate fully the JDAI (juvenile detention alternative initiative) into the juvenile system.





Goals, Objectives, Activities & Outcomes

Community Engagement Objectives and Strategies

4.1 Empowerment: Empower residents in impacted neighborhoods to become full partners in solutions across the prevention, intervention and suppression/enforcement continuum

4.1.1 Establish/strengthen neighborhood associations in highly-impacted areas and promote neighbor-to-neighbor support and assistance.

4.1.2 Establish a formal liaison between CSP implementers and PACT.

4.1.3 Establish ongoing meetings between CSP implementers, PACT and city officials. Designate community representatives from each neighborhood to take the lead in community-based initiatives.

4.1.4 Identify and recruit community members into planning council.

Community Engagement Performance Measures

- Number of residents engaged in implementing the CSP and positive, pro-social activities.
- Reduce in the number of minor offences including vandalism, public disorder, and graffiti.
- Reduction in the number of vacant, blighted and abandoned properties.

4.2 Youth Leadership: Empower youth by encouraging full participation in community safety

4.2.1 Build and develop a youth-led PACT geography advisory council communitywide wide youth participation and representation at every level.

4.2.2 Foster leadership opportunities for youth in civic and community engagement, such as a city youth commission, City Council youth representatives, and community-based youth to school age mentoring opportunities.

4.2.3 Establish a PACT geography youth advisory council to inform prevention and intervention efforts.

4.2.4 Create incentives for youth to participate in community planning meetings including food, financial incentives, and gift certificates.

4.2.5 Create social media page for all youth organizations to engage more young people.

4.2.6 Highlight examples of youth leaders.





Conclusion

"In order for a community to change one must invest in the community from the inside"

- John McKnight, PH.D Northwestern University

The PACT CSP was developed to create a safe and vibrant community by merging PACT geography residents' recommendations to improve community safety with elements of promising best practice neighborhood crime prevention strategies that employ a collaborative cross sector multi-disciplinary approach through prevention (youth development, school connectedness), intervention (mentoring, rehabilitation services), suppression (proactive enforcement, community/CPD partnerships), and community engagement (empowerment, neighborhood pride) activities.

The PACT CSP was built upon Five Points of Consensus:

1. improve community wide communication
2. conduct targeted outreach to at-risk youth and disconnected young adults
3. provide workforce education, training and employment services
4. develop sustainable community infrastructure and beautification initiatives
5. improve accountability at the individual, family, schools, business, social service, and church levels.

Residents expressed interest in creating a safe and vibrant community. Sixty five percent of residents surveyed indicated community safety can be enhanced, and 59% attributed crime to the underlying economic and social causes typical of high poverty, undereducated, and under-served communities.

The PACT geography hosts a myriad of health or human service organizations, including University Hospital East, Carepoint East, and Franklin County Jobs and Family Services – East Opportunity Center, Netcare Access, and the Neighborhood House. It is home to over 30 active churches, and more than ten cultural organizations, including the King's Arts Complex, OSU's African American & African Studies Community Extension Center, MLK Library, and Lincoln Theatre. The community is also adjacent to COWIC and Impact Community Action, yet there still exists high impact pockets of extreme poverty, under education, high unemployment, and poor health conditions. Our research suggests the PACT GSP has a sufficient amount of resources to address the social and economic issues at the root of crime and criminal behavior.

With a willing constituency, resource rich community, and results driven executor of the PACT CSP, the PACT geography can experience improvements to safety and reduce incidents of crime, thereby creating a safe and vibrant community.

TIMELINE

Tasks	Summer Yr1	Autumn Yr1	Winter Yr1	Spring Yr1	SummerYr2	Autumn Yr2	Winter Yr2	Spring Yr2	SummerYr3	AutumnYr3	WinterYr3	SpringYr3	SummerYr4	AutumnYr4	WinterYr4	SpringYr4
Prevention																
Create volunteerism opportunities for youth	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Organize youth advisory council	X				X				X				X			
Set priorities, establish goals, develop plans/strategies, execute, evaluate.				X				X				X				X
Establish afterschool programs for middle/high schools	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Create Safe Passages for schools/activities				X	X			X	X			X	X			X
Facilitate neighborhood pride events	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Expand evening hours at local centers (i.e. Beatty, King's Arts, etc.) for social/development extracurricular activities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Build multi-sector collaborative (i.e. resident, neighborhood, business, civic, churches, social service, workforce	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Appoint organization/agency/individual as collaboration leader; evaluate efficacy	X				X				X				X			
Recruit, train and employ well respect individuals from community to outreach workers	X	X			X	X			X	X			X	X		
Foster safe and positive school projects		X	X			X	X			X	X			X	X	
Intervention																
Targeted Outreach to at-risk youth/young adults	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Conduct conflict resolution and mediation at the neighborhood/youth/young adult level	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide linkages to social service, education, and training providers to at-risk youth/young adults	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Develop/refine project assessment tools to evaluate effectiveness	X				X				X				X			
Drug and alcohol counseling	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X



Conclusion

Tasks	Summer Yr1	Autumn Yr1	Winter Yr1	Spring Yr1	SummerYr2	Autumn Yr2	Winter Yr2	Spring Yr2	SummerYr3	AutumnYr3	WinterYr3	SpringYr3	SummerYr4	AutumnYr4	WinterYr4	SpringYr4
Intervention																
Workforce services (job readiness, career exploration, identification of barriers, training, employment)	X															
Foster greater collaboration with local business partners	X					X					X					X
Establish and support local mentoring of at-risk youth/young adults	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Suppression																
Identify ex-offender, gang population	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Establish a greater Police presence in Hot Spot areas	X			X	X			X	X			X	X			X
Establish visible zero tolerance crime messaging throughout community	X	X	X	X												
Work with CPC to eliminate public nuisances, criminal behavior, and dangerous conditions in community	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Community																
Designate/establish/rotate participating local Churches as Safe Havens	X				X				X				X			
Establish PACT geography communication streams (Newsletter, blog, social media, App)	X	X	X	X												
Develop rotating ongoing series of community activities/celebration at participating churches/venues	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Increase lighting (to be determined)																
Celebrate youth academic, artistic, community leadership, etc.				X				X				X				X
Neighborhood pride events		X				X				X				X		
Develop ongoing series of entrepreneurial education and training	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Reinstate and celebrate local neighborhood/community clean ups	X			X	X			X	X			X	X			X



Appendix A: Community Conversation Notes

CC 1 Youth

- Youth development/leadership programs that teach civic engagement, resilience, entrepreneurship, jobs skills, information technology, and other
- Neighborhood pride events that feature and celebrate youth/young adult accomplishments
- Opportunities to be mentored in “real world” life skills
- Greater role in making decisions about programs, initiatives and efforts concerning youth
- More/improved lighting
- Better relations with CPD
- Sidewalks, walkways newly constructed (for the elderly)
- Reduce drug trafficking; help individuals addicted to drugs

CC 2 Young Adults

- Need a resource center that offers leadership development, entrepreneurship, recreational activities other than sports
- Ongoing parental workshops, professional development and life skills mentoring
- Targeted outreach...young people need to be “pushed” toward community resources
- Better understanding of community resources
- Improve literacy among young adults in area
- Designated additional resources/venues for evening hours learning and activities
- Improve cultural competence and relationship building capacity of CPD officers
- Station officers in community on consistent basis
- Cultivate family friendly activities
- Better Reentry programs that provide
- Offer education and job training that lead to “good” jobs



Appendix B: Community Conversation Notes

CC 3 Woodland Civic Neighborhood Association

- Conduct targeted outreach campaign to most marginalized community members
- Residents expressed a strong desire to see housing infrastructure improvement projects, pedestrian safety features, community-wide landscaping and additional street lighting.
- Suggested youth development programs that build leadership skills, civic engagement, cultural awareness
- Address vacant/blighted residential and commercial properties
- Offer entrepreneurship training

CC 4 Businesses

- Property MGNT - maintenance; vacant and abandoned properties; parking lots in disrepair; infrastructure improvements
- Need more One Way streets
- People need to know each other
- Greater communication and continued community dialogue
- Infrastructure of business facets
- Connecting youth to preexisting/new programs
- Disproportionate # of social service programs
- More accountability form social service providers in community
- STREET OUTREACH needed
- Continued community updates
- Re-branding of entire community (public relations)
- REAL STRATEGY THAT TARGETS business; youth; crime etc.
- More investment w/ specific usage and measurable/objectives
- Improved/ increased lighting
- Needs to be esthetically
- Culturally trained police officers that walk community



Appendix C: Community Conversation Notes

CC 5 Churches

- Make the men of churches available for outreach
- FULL SUPPORT of workforce education, training and job placement efforts
- Men's training for facilitating men's groups
- Target outreach conducted by respected members of the community
- Improved/increased lighting community wide
- Reduce incidences of loitering
- Enforcement of local speed limits - elder members not safe crossing street
- Greater police presence during day/school hours, Sundays, and special events
- Renew trust between community and CPD
- Greater community accountability
- Empower some of the most at-risk youth/young people with leadership roles within the community
- Beautification efforts should include the removal of graffiti

CC 6 Community Leaders

- Multi-sector interdisciplinary approach to crime prevention
- Build neighborhood solidarity, community pride
- Provide appropriately trained outreach workers to conduct target outreach, basic needs assessment, referral services, and case management for under-served/disadvantaged constituents
- Inspire/promote youth/young adult participation and ownership
- Mentoring
- Comprehensive Wrap Around Supportive Services
- Encourage family/community buy-in and continued involvement
- Improve community communication about issues, conditions, events, programs, etc.
- Create a Plan with action steps; defined partner roles and responsibilities; objectives, goals, and outcomes; and time-frame
- Create Safe Havens or Safe Zones



Appendix D: References

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Partners Achieving Community Transformation (PACT) is a partnership between the City of Columbus, The Ohio State University, the Columbus Metropolitan Housing Authority (CMHA) and Near East Side stakeholders.

PACT's vision is to create a healthy, financially and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare and education, and employment opportunities on the Near East Side of Columbus, Ohio.

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