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Executive Summary

Increasing public safety is critical to the success of both Michigan and Detroit. In this proposal Michigan Governor Rick Snyder and Detroit Mayor Dave Bing jointly seek to address public safety issues in Detroit through targeted interventions by deploying AmeriCorps members in key Detroit neighborhoods. In this Governor's-Mayor's Initiative proposal the State and the City will combine the crime targeting capabilities of CompStat with the community organizing capabilities of AmeriCorps members. The two non-profit organizations for this project are Wayne State University's Center for Urban Studies and the Jefferson East Business Association.

This initiative will expand upon the experience of an AmeriCorps program with demonstrated success in reducing crime. The AmeriCorps Urban Safety Program (AMUS) and CompStat program at Wayne State University has produced a 42 percent reduction in crime in Detroit's Midtown district. The AMUS project is already expanding to the Jefferson East area in 2013. Through this proposal, the Governor and Mayor will expand the AMUS program into three additional areas to be chosen through a joint process. Thirty-two AmeriCorps members will leverage 2,500 volunteers to improve levels of neighborhood guardianship and reduce victim attractiveness/susceptibility in Midtown, Jefferson East, and three other targeted areas of Detroit.

Activities of the AMUS Program will include targeted policing of hotspots, organizing neighborhood block clubs, facilitating communications between residents through social media, organizing community revitalization and crime prevention efforts, and target hardening (e.g. conducting assessments and training on issues of car, home and personal safety). Beginning October 1, 2013 and ending September 30, 2016, the AMUS program expects five to ten percent reductions in crime annually in each target area. The CNCS investment of \$398,978 will be matched with \$225,282.

Rationale and Approach

a. Compelling Community Need 1a. Need to be Addressed. Crime in Detroit imposes huge health and safety costs on Detroiters. It is the single greatest barrier keeping people from returning to live, work and play in Detroit. Detroit has 107,000 vacant properties according to the 2012 American Community Survey. Most of these properties are abandoned and open, providing havens for criminal activity. According to research done by Forbes magazine, Detroit is the most dangerous city in the nation. At least partially because of crime, Detroit's population dropped 25% from 951,270 in 2000 to 713,777 in 2010.

To reduce crime in Detroit, the State of Michigan Governor's Office and Detroit Mayor's Office

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proposes partnering with Wayne State University's (WSU) Center for Urban Studies (Center) to expand their AmeriCorps Urban Safety project (AMUS), which has demonstrated success in reducing crime. AMUS and the CompStat programs at WSU have produced a 42% reduction in crime in Detroit's Midtown district. AMUS is already expanding to the Jefferson East area in 2013. Through this proposal, the Governor and Mayor will continue working in Midtown and Jefferson East, while expanding the AMUS program into three additional areas to be chosen through a joint process.

Documentation on Severity of Need in Target Community: Even though crime has declined by 42% in Midtown Detroit since 2008, much work remains. In 2011, the property crime rate in Midtown was four times higher than the state average and the violent crime rate (assaults and robbery) was six times higher. Crime rates in the Jefferson East corridor remain high, although slightly lower than Detroit city averages which remain high. According to the Detroit Police 2011 crime statistics, the rate (per 100,000 residents) for assaults in the Jefferson East corridor was 2,533 compared to 3,882 for the city overall. The total property crime rate for the Jefferson corridor was 4,027 compared to 6,814 for the city overall.

Both neighborhoods are low to moderate income, according to the 2010 Census. The median household income in Midtown is \$15,867 and in Jefferson East, it is \$22,898. In addition, both areas have substantial levels of vacant and open houses, which have been associated with crime.

The initial target population in Midtown was chosen based on a neighborhood survey (developed by Center crime experts) that the Center conducted in 2009. It showed that there was little to no public safety infrastructure in place (e.g. block clubs, CB radio patrols, etc.). Through its work with the Jefferson East Business Association, the Center has been able to determine that little infrastructure for resident public safety exists, beyond Detroit police patrols. These same conditions prevail in the Neighborhood Stabilization Plan (NSP) candidate areas. The AMUS program could seamlessly coordinate with existing Michigan and Detroit NSP efforts to add community policing components and increase neighborhood guardianship.

Why Target Areas Were Selected: AMUS requires two preconditions to be effective. First, residents must have access to a police force that they can call upon. In Midtown, WSU's Police Department is a willing and able partner that residents can call when there is a problem. In Jefferson East, the community contracts with off duty police, who are deployed through the Jefferson East Business Association (JEBA). In NSP neighborhoods, State Police, the Wayne County Sheriff's Office and Detroit Public Schools security patrols provide neighborhood security support in addition to patrols provided by the Detroit Police Department.

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Second, AMUS organizers need to be able to target hot spots and organize to reduce crime the most. This capacity is provided by the real-time access to crime information through CompStat, which is deployed in Midtown, is being deployed in Jefferson East and will be deployed in any target area within the city.

1b. AmeriCorps Member Roles and Responsibilities. Number and Types of Slots Requested and What Members Will Do: The Governor and Mayor's Offices are requesting twenty-eight full-time slots and four half-time slots for the Center's AMUS program. Full-time slots allow members the time necessary to identify hot spots, build relationships and work with residents and organizations to reduce crime. Four half-time slots are requested for members who want to make an impact, but are only able to participate half-time due to other commitments, such as being enrolled in college. All 32 AMUS members will share three large offices in the Center and work on the following two initiatives. The Governor's and Mayor's Offices will work with the Center to coordinate member activities.

Improving Levels of Neighborhood Guardianship: The AMUS program has been extremely successful in establishing block clubs in Midtown Detroit to help residents reduce crime. Using evidence-based best practices, member activities include, but are not limited to: working with residents and neighborhood organizations to establish community safety collaboratives (CSC) in targeted areas; developing CompStat books (with recent crime trend data) to be reviewed bi-weekly with CSCs and block club captains; crime hot spot organizing, including forming block clubs and implementing security/police CompStat tactics; engaging citizen volunteers; facilitating the initial meeting and 5-6 subsequent meetings of new block clubs; and transitioning block club and CSC leadership to resident leaders for sustainability.

Reducing Victim Attractiveness and Susceptibility: AMUS members will work on macro- and micro-level activities under this initiative. From the macro view, AMUS members working in the community will observe the community, organizing neighborhood watches where residents are committed to the approach. They will also hand out leaflets (with students around participating schools) to inform residents about safety practice; survey buildings to identify those that are vacant and open; rate buildings surveyed for dangerousness; and target buildings for demolition or board up. Micro-level target hardening activities include conducting home safety assessments of resident homes; blight removal; providing home safety education materials; installing safety items in resident homes (door locks, window and door alarms, etc.); distributing car steering wheel locks; mobilizing volunteers; teaching high school students to use hand-held computers/smart phones to monitor neighborhood crime, vacant buildings and other risk points; and conducting home safety workshops for target area

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residents. Members will also teach classes to residents with Internet access on how to use social media (everyblock.com, groupme, and seeclickfix) to connect with others quickly about any risks in their community.

What Will Be Accomplished That Could Not Be Accomplished Through Existing Staff: The synergy between service and technology transforms the capacity of existing law enforcement. AmeriCorps members and the real time crime data analysis of CompStat will mobilize many resources that are dormant. The CompStat analyses that AmeriCorps members complete will help police and security personnel focus on crime hot spots. The organizing of block clubs, the mobilizing of volunteers, property clean-ups and open building board-ups will mobilize residents to help each other, building neighborhood cohesion and optimism. This program has a strong "plan, do, study, act" cycle that leads to continuous community improvement through community outreach, organizing and crime reduction. This program also allows for expansion into three additional areas.

1c. Evidence-Based Approach and Measurable Community Impact. Built on Evidence-Based Research: This proposal has applied the theory of change framework to link member activities to the community need. In our work with the Center, we have identified assumptions that underlie the activities/intervention. Center researchers were then able to focus on what would be able to be achieved compared to what we would do (adapted from www.theoryofchange.org/about/).

Improving Levels of Neighborhood Guardianship: People living in areas of high crime have a higher risk of feeling victimized and can become more isolated through this fear (Ellen, I. G., & Turner, M. A., 1997). Because of this, their social networks are reduced; isolation breaks down or eliminates social networks and interactions between neighbors, thus increasing the opportunity for criminal activity (Bellier, P., 1997). According to W.M. Rohe and others, "Crime and fear of crime have been found to be major contributors to neighborhood decline and pose major obstacles to neighborhood revitalization." (Rohe, W.M., Adams, R.E. and Arcury, T.A., 2001). At the same time, a greater level of social unity can reduce rates of violent and property crime within a neighborhood (Donnelly, P. G., & Kimble, C. E., 1997). The AMUS program works with residents to rebuild social cohesion through block club formation and other activities.

Reducing Victim Attractiveness and Susceptibility: AMUS follows guidelines provided by the U.S. Dept. of Justice to harden targets against crime and reduce resident victimization (Weisel, D. (2002). According to Weisel, the AMUS activities of conducting home safety assessments and installing home security items (dead-bolt locks, flood lights, window alarms, etc.) can reduce victimization. As also recommended, AMUS members regularly host target hardening workshops for community residents.

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Measurable Community Impact: The impacts of the AMUS program, in coordination with the Midtown CompStat program, are tangible. 133 block clubs have been formed, and another 85 are in their initial stages of formation. As of November 2012, crime was down 42.3% compared to 2008 (the year before COMPSTAT started). Examples of crime reductions from 2008 to November 2012 include murder/no negligent voluntary manslaughter (60%), stolen vehicles (58.4%), property crime (45.2%), larceny (39.4%), robbery (39.4%) and damage to property (33.1%). The Center's preliminary estimates of crime cost reduction across nearly four years of implementation is now at \$62 million (this cost estimate does not include costs associated with murder over which there is considerable controversy). Over the next three years, AMUS expects five to ten percent reductions in crime annually in each target area. As crime hot spots are reduced and safety is improved in some neighborhoods, members will be re-deployed to focus on remaining hotspots.

Overall Change Expected at the End of the Three-year Grant Cycle: At the end of the three-year grant cycle, AMUS intends that 90% of the neighborhoods in Midtown Detroit will have 75% of their blocks and/or buildings organized into clubs or tenant organizations, respectively. Beginning in FY 2012-13, the AMUS program will be entering Jefferson East section, (an area with a greater population than Midtown); in FY 2013-14, through this proposal, AMUS will continue to expand to include neighborhoods within a half-mile radius of chosen schools located in NSP target areas. AMUS expects to organize at least one third of the residents in each area. Through this community component, the program will have fostered the growth of a culture of neighborhood guardianship and the sustainability of safety and security initiatives such as; neighborhood watch, citizen education, and property safety improvements, leading to lasting reduction in reported crime in these neighborhoods.

How Impact Will Be Measured: Short-term and intermediate impacts will be measured in four ways. First, through the CompStat program, bi-weekly crime reports will be generated showing where and when crimes in the target areas are happening. AMUS members will collectively review these reports every two weeks and use the results to adjust and focus their efforts. Second, impacts will be measured by the numbers of block clubs organized, block club meetings held, and number of meeting participants. Third, the number of neighborhood improvement activities - vacant home board ups, property cleanups, citizen education presentations and forums - will be measured. Fourth, the AMUS program will track the number of volunteers that have participated. Long-term impact will be measured by the reduction in crime and reduction in victimization rates in the targeted areas.

How Performance Will Be Reported: The Center for Urban Studies will use a staff evaluator, independent from AMUS, to evaluate the program. This sort of evaluation has been done previously

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for MCSC. The evaluator will analyze, over time, the types of crimes committed in Midtown, Jefferson East and other target areas, and compare efforts employed to reduce crime in those areas. The evaluator will also determine reasons why AMUS was or was not successful, and verify processes for future replication. Additionally, the evaluator will conduct a community impact/cost savings report showing how much money has been saved due to crime reductions. Lastly, the evaluator will present before and after measures in tabular form, and through Google Earth maps that detail specific locations and types of crimes committed, locations of houses where security improvements have been made, block clubs established, blight reduction activities undertaken, and other activities completed.

How Performance Measure Targets Were Determined: As part of a WSU initiative to understand and improve Midtown Detroit, the Center engaged in a careful asset mapping and needs assessment for the area. From that, two of the priorities that emerged were decreasing crime and increasing resident health. Midtown CompStat was the first initiative structured to respond, followed by AMUS. To help drive AMUS forward successfully the Center constructed a detailed logic model and from that a set of targeted outputs and outcomes. The outputs include measures such as block clubs and tenant groups organized, the number of property clean ups and the number of homes where target hardening has taken place. Key outcomes include reduction in crime reports and decrease in measures of victimization. Crime reports come directly from the Detroit Police Department database. Victimization rates are determined based on surveys that members complete before and after AMUS organizing efforts.

Grantee - Performance Against Objectives: The central Performance Measure, reported quarterly to the Michigan Community Service Commission (MCSC), is the number of block clubs created. The current AMUS program exceeded its year one target goal of 40 block clubs created by 230% in 2010-2011 (92 formed). In 2011-2012, the program exceeded the same goal (41 formed). Members also organized eight block clubs in hot spot areas. We have created specific reports for each hot spot, tracking crime before and after intervention. These reports have shown clear crime reductions after program intervention. AMUS had two other initiatives during the grant period that are also presented in this grant application; decrease victim attractiveness and susceptibility to crime and teach residents to use technology to organize and communicate with each other. To help reduce victim attractiveness and susceptibility, members have worked with residents, volunteers and local community organizations to: identify nearly 80 distinct public safety concerns; organize 45 vacant home board ups and 43 other property cleanups. Members have conducted 78 Home Safety Assessment Surveys (HSAs) for residents; provided residents completing the HSAs with security resources as indicated by

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the assessment (distributing 74 entry alarms and 76 packages of light bulbs, and installing 35 deadbolts). Members also made several "target hardening" presentations at block club meetings, as well as at five broader community forums, at the request of block club members or other community leaders. In addition, members have distributed more than 200 car steering wheel locks (the CLUB Twin Hooks model) to residents in the context of target hardening training. To create connections between residents, AMUS members have trained residents to use social media, e-mail and other technologies. In some cases, members helped residents get computers. Members coordinated 14 free 8 week classroom training sessions, and taught 257 residents the basics of word processing, internet searches, email and social networking. On completing this training, residents could purchase a PC or laptop and modem, at a price as low as \$100. Facebook pages have been created by members and block clubs so residents can share everything from safety concerns to greeting new residents and listing homes for sale. Members are also training residents in text-messaging applications such as GroupMe, which enable instant group communications to share public safety information and alerts. The AMUS YouTube channel hosts 31 videos created by members to showcase members' and residents' contributions to board-ups, cleanups and other neighborhood improvement activities. These objectives were from the current AMUS program, and will be grandfathered into the new program.

1d. AmeriCorps Member Recruitment Plans for Recruiting Members: As AMUS has done very successfully for two years, AMUS will recruit full-time and half-time members through neighborhood organizations, AMUS block clubs, the My AmeriCorps Portal and through the University itself. The Center will use announcements at neighborhood meetings, social media, leaflets, postings on public sites, word of mouth and announcements through the Michigan Volunteer Center. Recruitment will include steps to make sure underrepresented populations have equal access to become members. WSU is an urban university located in the heart of Detroit, which is 80% African American. Recruiting from local human service organizations, and senior volunteer programs will attract potential members who not only are from underrepresented populations, but also people who want to improve their community.

How Members Will Be Included From Local Communities: Components of the AMUS member recruitment plan specifically target people that live in the target area. Approximately 30% of current and previous members lived in the target area before their service in the AMUS program.

Recruiting and Engaging Traditionally Underrepresented Populations: Since inception in 1967, the Center's primary focus is to study, evaluate and support initiatives that recruit and engage with traditionally underrepresented populations. Currently, all Center projects recruit or engage with people

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from a variety of ethnicities, people with educational disabilities, people with developmental disabilities and other vulnerable populations. Because of the Center's recruiting practice it has selected a wide variety of members from underrepresented populations in our recruitment process including members with physical disabilities, veterans, and minorities.

1e. Member Training. Orienting Members to AmeriCorps, the Community and Service to be Performed: AMUS is not a state-wide or multi-site program. Members attend five days of orientation as a group at the beginning of their service. Members will attend morning sessions that focus on the Center and university orientation, program orientation and community orientation. Members will also attend afternoon sessions that include team-building exercises and training on a variety of topics including risk management and meaningful membership service. Once the five-day orientation is completed, new members will be oriented to their target area, where each new member will be partnered with an experienced member. Members will complete tasks and activities with direct support from their assigned member mentor. Once the member demonstrates their ability to perform the task/activity, the member will work independently. As members begin work, the AMUS Director monitors activities through meetings every other week to assure that members complete assigned tasks correctly. Skills Members Will Acquire: Members will acquire a variety of transferrable employment skills during their term of service. Daily and long-term service assignments provide frequent opportunities to build and strengthen leadership, community organizing, volunteer management, conflict resolution, and data-analysis skills. Members work both independently and collaboratively, and necessarily develop an understanding of personal accountability as well as how to achieve success as a team. The organizational structure of the program affords members the chance to test and demonstrate their capacity for multi-tasking and time management. Members also learn technical skills from basic desktop programs to GIS Mapping and Access database management, as well as the use of power tools and other construction skills.

Ensuring Initial and Ongoing Training Prepares Members for Service: Members are trained in every aspect of the service they perform in the community, and that training is regularly reinforced through mentoring, meetings and regular feedback. First, AMUS provides each member with detailed protocols through a manual, trains to these protocols and then provides mentoring by pairing new members with experienced members while they serve in the community. Second, the Center's Director and AMUS Program Director conduct regular meetings and one-on-one sessions that give members feedback, and new trainings are provided throughout the year. Third, members meet weekly to review program progress and share their experiences. Near the end of their service, experienced members

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become the mentors for new members. Anticipated Member Training Topics and Timeline: The Center anticipates that AMUS members will receive at least four additional trainings including conflict resolution, volunteer management, CompStat data analysis and civic engagement/program overview training. During the first quarter members will receive the aforementioned orientation, as well as four additional trainings on grant writing and ACCESS. During the second quarter members will be trained at project management, event planning, and budgeting. During the third quarter members will receive program management, fundraising and public policy training. During the last quarter members will be trained at professional networking, resume writing and how to apply their education award. The Center will complete all four trainings during the first quarter of member service. Additional trainings will be provided throughout the program year. Examples of topics include use of Google Earth maps, crime analysis, community development and neighborhood watch by bike. Ensuring Members and Volunteers are Aware of Prohibited Activities: All new members must attend member orientation training in the first week of their service. Part of this training details allowable and prohibited member activities. Members are also required to sign a member agreement during orientation that details what their responsibilities are and includes a full list of prohibited activities. New members are trained how to inform volunteers of prohibited activities and oversee volunteer work. AMUS program staff is also regularly in the field to oversee members and volunteers. Center staff are also trained to know the prohibited activities.

1f. Member Supervision. Plan for Supervising and Supporting: Four Center staff are directly involved in overseeing members. On a day-to-day basis, two Program Coordinators work directly with members to assure they are focused on effective service on permitted activities. Daily, the AMUS Program Director focuses the work of the whole team, and weekly the Center Director meets with all members as a group to assure that activities are consistent with the approved grant application.

Supervision Structure for the AMUS Program: Dr. Lyke Thompson, Center Director, dedicates approximately 10% of his time providing overall AMUS operation, guidance and supervisor training. Ramona Washington is the AMUS Program Director. She is responsible for working with Program Coordinators to implement strategies discussed weekly with Dr. Thompson. The Center will continue to employ a part-time Program Coordinator to support program staff. To account for the program expansion, the Center will hire a full-time Program Coordinator, in addition to the existing management structure, to work directly with members to make sure they are working on assigned tasks daily. The Program Coordinator and Director will supervise members on a daily basis. How Supervisors are Selected and Trained: AMUS is not a multi-site program and thus does not rely on

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"site supervisors" like multi-site programs do. The Center will be responsible for AMUS supervision, and Center staff is responsible for member supervision. Dr. Thompson, Ms. Washington, and the current Program Coordinator (not full-time) have been in place since program inception. The Center will follow WSU human resources protocols to recruit and hire a new full-time Program Coordinator. Once hired, the individual will attend required WSU new employee training. The individual will then attend required MCSC trainings. Finally, the individual will work with Dr. Thompson to identify other training needs and the person/program appropriate for providing the training in question. Supervisor Training, Oversight, and Support Provided: Three types of supervisor training, oversight, and support are provided. First, Dr. Thompson meets every two weeks with the program supervisor and other management staff to provide oversight, mentoring, training and support. Dr. Thompson assures that Ms. Washington will attend all required program directors trainings provided by the Corporation for National and Community Service (CNCS). Finally, supervisors meet individually with other Center and University staff to be trained on specific topics, such as processing WSU paperwork to pay members.

1g. Member Experience. Enabling Powerful Service Experiences: AMUS regularly brings together dozens or hundreds of volunteers to clean up vacant lots, board up houses and mobilize residents to protect each other. These are powerful and involving experiences which never fail to excite members about the impact they can have and reinforce their civic engagement. Working closely as a unit to organize residents and involve public safety officials also reinforces the connections between members, cementing relationships that endure well beyond their term of service. Each takes with him or her both hard skills of technology usage, building repair and small group organizing as well as soft skills of networking, public speaking and one-on-one engagement with all kinds of people.

Providing Structured Activities for reflection and learning: Four times a year, AMUS members participate in a large group activity, such as board ups, service projects, and statewide member events. After each of these, each individual and the group carefully reflect on these experiences, both for personal learning and to support continuous professional development. In addition, AMUS members participate in three sessions per year where a facilitator helps them individually and as a group reflect on key learnings from their service. Near the end of their service, members are required to design and facilitate training with incoming members focusing on important aspects of their service. This "legacy training" passes on acquired knowledge from their service to others beginning their own journey.

Ensuring Awareness as AmeriCorps Members: AMUS members participate in orientation training at the beginning of their service that explains what being an AmeriCorps member means and what is

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expected of an AmeriCorps member. Within the larger context of national service Members are then taught to describe the AMUS program in 30-second "elevator speech", which allows members to effectively describe AMUS and national service to others. Connecting Members with Each Other and Other AmeriCorps Programs: In order to improve personal connections and teamwork within the group, there is a mandatory weekly meeting with Center staff, as well as a weekly "members only" gathering. Members create and attend block club meetings in AMUS target areas and work with other AmeriCorps programs through regional meetings and events. By working together on certain projects, members will increase their awareness of each other's strengths and help improve on their own weaknesses. AMUS members connect with other AmeriCorps members from across Michigan at annual statewide MCSC events, Signature Service event and the Member Celebration, and through several annual service projects organized between AMUS and other organizations.

Fostering a Sense of Connection and Identity with the AmeriCorps Brand: AmeriCorps members share three large offices in the Center. The proximity of members in these offices at the Center, together with the collaboration required for them to succeed as community organizers, foster an AmeriCorps team identity. Members are identified as being a part of AmeriCorps when they are introduced to staff, colleagues, students, and organizational partners both within and outside the Center. They are recognized as a group (at least annually) at community celebrations held by partner organizations such as the Wayne State Police Department. The Center provides members with AMUS gear that allows them to self identify as AmeriCorps members. The program receives a lot of public recognition in the media, from community partners and from the University. All of these raise awareness of the program and national service as a whole.

1h. Volunteer Generation. Engaging Volunteers to Expand AMUS Reach/Impact: Volunteers expand the reach/impact of the AMUS program. In years one and two, AMUS has mobilized 763 volunteers who served approximately 3,389 volunteer hours. In year three of the program grant, which is the current year, AMUS has already recruited more than 400 volunteers to board up 14 vacant/empty homes on January 21, 2013 as part of a Martin Luther King Day celebration. AMUS expects to surpass 1,200 volunteers recruited with over 5,000 hours of service for the three-year grant period. Many of these volunteers are from WSU and other near-by campuses.

Because AMUS is located on a major university, program staff have the opportunity to recruit many motivated students. AMUS has been highly effective at recruiting students both as members and as volunteers, and AMUS is expanding outreach efforts across the campus and hopefully to other campuses. In addition, the Center has over 60 work-study students, many of whom have volunteered

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to support AMUS activities. To recruit block club volunteers, members canvas chosen neighborhoods door-to-door, introducing themselves and what AMUS has to offer. AMUS seeks funding from other sources to provide volunteers and residents with free security items such as car steering wheel locks, home window and door alarms. Members host community events frequently with refreshments, often with free food, to engage otherwise hesitant residents. Block club volunteers also recruit other residents for other community events.

Volunteer Roles to Meet Identified Community Needs: A key aim of AMUS members is engaging, training, and mobilizing volunteers, as they ultimately determine the success of AMUS program activities. When forming block clubs, AMUS members serve as leaders, motivators and facilitators in the early stages. Block clubs are then sustained over the long-term by residents/volunteers. Volunteers are also critical to target hardening activities. For example, when abandoned properties are chosen for board up, volunteers are involved in the whole process, including identifying properties, selecting a date, recruiting neighbors to participate, and performing the work.

Member Role with Volunteer Recruitment/Management: AMUS members spend a great deal of time recruiting, training, and managing volunteers to lead block clubs. Additionally, members train volunteers to recruit additional volunteers throughout the community. The Governor's and Mayor's Offices will not be requesting a waiver of the requirement to recruit and support volunteers. Members are trained on prohibited activities during orientation and have a list of prohibited activities in their member agreement. Program staff train members on appropriate roles for volunteers and monitor all volunteer projects to ensure compliance. Members train and provide oversight to volunteers on project sites after being trained appropriately.

1i. Organizational Commitment to AmeriCorps Identification

Organizational Commitment to Branding National Service: First, an AmeriCorps poster is displayed in the front lobby of the Center. Second, members spend about 70% of their time in the field in AmeriCorps uniform (each uniform consists of a sweatshirt, t-shirt, nametag, vest and business card), so residents see how members and AmeriCorps as an organization positively impact their neighborhoods. Third, non-AMUS Center employees volunteer on AMUS community projects such as boarding up abandoned/empty homes and clearing blight from targeted areas, and the AMUS supervisor sends regular e-mails and videos to all Center staff and the hundreds of other volunteers that participate. All program literature, websites and social media prominently display the AmeriCorps logo. The AMUS program has also received positive media attention from local television stations and newspapers (local and national). This coverage highlights how AmeriCorps programs can improve

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communities.

Organizational Capability

2. Organizational Capability. 2a. Organizational Background and Staffing. Center Mission and History: The mission of Wayne State University's Center for Urban Studies is to improve understanding of and provide innovative responses to urban challenges and opportunities. The Center was formed after the historic 1967 uprisings that took place in Detroit. Since its founding, the Center has conducted research and provided support to scholars, community organizations, businesses, municipalities, foundations, non-profits and others. Center staff engages community, government, institutions, and policymakers in collaboration with university faculty and resources to transform knowledge into action. The Center holds expertise and conducts research in community development, urban studies, public safety, and education. Experience, Staffing, and Management Structure to Plan and Implement AMUS: Center management has a combined 50 years of experience designing and implementing programs. Center success in program implementation and operation is evident in the continued renewal of funding for several Center projects, such as the Michigan Department of Education Early On evaluation (18 years of funding) and evaluations of programs offered by the Community Health Awareness Group (11 years of funding). This expertise was used to design, implement and operate the Center AMUS program, which has reduced crime in Midtown and can be replicated in other areas of Detroit to cool crime hot spots. Staffing, Roles and Relevant Experience: Dr. Lyke Thompson, Center Director, provides overall program operation guidance. Dr. Thompson has over 30 years of experience developing and evaluating complex programs that improve quality of life for vulnerable populations. Ramona Washington, Research Assistant at the Center, is the AMUS Program Director. She has worked at the Center for over six years, and has been the Program Director since AMUS inception. Cynthia Duquette, half-time Program Coordinator, works directly with members to make sure they are working on assigned tasks on a daily basis. Upon funding of this project, the Center will need to hire a full-time Program Coordinator with skills in community organizing and public safety. Plans for Providing Financial and Programmatic Orientation; TTA; and Monitoring for Compliance: AMUS/Center program staff has attended AmeriCorps national and state financial and programmatic training. Funding is included in the budget for AMUS/Center staff to attend mandatory national and state trainings for FY 2013-14.

Capacity to Provide Training, Skill Development for Members: The Center brings to training deep knowledge about community organization and public safety. The Center will provide formal trainings on organizing block clubs, hot spots, neighborhood watch, using real-time data to identify crime hot

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spots, tracking public safety outcomes across time and organizing large-scale community events.

Center Capacity to Complete Evaluation: Since inception in 1967, the Center has often provided program support and evaluation to other organizations/projects. In 2011 and 2012, the MCSC approved the Center's use of an evaluator from a Center Unit independent from AMUS to conduct the evaluation. Since the proposed budget is more than \$500,000, the Center will hire an external evaluator for FY2013-14, and associated costs are accounted for in the budget.

Prior Experience Administering AmeriCorps, Other Federal Grants: The Center is currently in year three of its first AmeriCorps grant cycle. All MCSC Program Officer visits have resulted in positive reports on program administration and performance, funding spend-down and report completion. WSU and the Center are both well-versed in managing federal grants. For FY 2012-13, 17 of the Center's 27 funded projects (82% of Center funding) are either federal grants or pass-through federal funds (State of Michigan and local community partners). Currently, the Center has two federal grants; one is with the Environmental Protection Agency, while the other is a grant with the U.S. Department of Housing and Urban Development. For all funded projects, the Center has provided funders with desired deliverables, completed all mandatory performance and financial reports on time and passed all compliance visits from funders.

Center Management Structure and Support of AMUS: The Center is directed by Dr. Lyke Thompson. Ms. Charo Hulleza, MPA, is the Center's Managing Director. Ms. Hulleza is responsible for day-to-day oversight of Center operations, including financial oversight of the AMUS program. Five research units (Healthy Homes, Survey Research, Urban Safety, Urban Health, and Early Childhood/Special Education) make up the Center's primary programs. Each unit has a Director that reports directly to Dr. Thompson and Ms. Hulleza, as well as research associates (Ph.D. level), research assistants (Bachelor or Master's level), and student assistants. The Center does not have a board of directors. The Center Director actively participates in the design, quality control and weekly implementation of AMUS. He engages the Center's Program Directors in providing training and participation in key AMUS events. Virtually all full-time staff participate in at least one major AMUS event and many are involved regularly.

How the AmeriCorps Program is Integrated and Supported: Center staff are assigned to work within one of five Center Units. AMUS members are integrated into and work directly with Center staff in the Center's Urban Safety Unit and Healthy Homes Unit. Members work with the Urban Safety Unit to coordinate crime reduction efforts with the Midtown CompStat Initiative. One member attends CompStat meetings every two weeks in Midtown and in East Jefferson. Members work with Healthy Homes Unit staff to conduct home safety assessments (reducing victim attractiveness and susceptibility). Also, members and Center staff

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attend Center trainings on topic relevant to their work as needed. Evidence of Effective Program Management: For the last two grant years, the Center has received nothing but high marks from the MCSC for site visits and OnCorps reporting. In addition, the AMUS program has been featured in both state and national AmeriCorps newsletters.

2b. Sustainability Securing Financial and In-kind Support Necessary for Program Implementation and to Demonstrate Stakeholder Support: The Center has four sources of funding already lined up for FY 2013-14. First, the Center will be able to contribute \$34,719 from the Center's annual budget to cover a portion of program management and support. Second, The Kresge Foundation will contribute \$15,000. Third, JEBA will contribute up to \$45,000. Fourth, local corporations working with Michigan and Detroit NSP efforts will provide considerable cash match contributions (amount TBD). Other organizations will also be identified and approached for support as the program extends into new target areas. Experience Raising Funds and How This Contributes to Long-term Sustainability: Prior to implementing the AMUS project in 2010, the Center primarily raised funds through grant applications and through community organization collaborations. Center management has used this expertise, particularly community organization collaboration, to raise 68% of matching funds in year two and 60% in year three of the current AMUS program. In fact, as stated above, the Center has already raised a significant portion of the required match for the 2013-14 program year. Plans for Ensuring Program Impact Sustainability Beyond Federal Support: The fact that AMUS establishes block clubs and raises and trains volunteers to take on their leadership ensures their sustainability after AMUS members stop providing support. As block clubs mature and operate on their own (with minimal or no member interaction), AMUS seeks to interconnect them with other block clubs and community organizations, providing leaders with social reinforcement of their role and the importance of their efforts. AMUS is seeking to identify community organizations to support block clubs, first in collaboration with AMUS and later on their own.

Community Stakeholders and Partners: AMUS is currently working with a variety of organizations in Midtown. Among the community-based organizations, AMUS is working with JEBA, Vanguard CDC, Focus Hope, Henry Ford Health Systems (HFHS), and Midtown Detroit, Inc. AMUS has taken two approaches to facilitating these organizations' commitment to sustainability. First, several have provided funding, including HFHS, JEBA and Midtown Detroit, Inc. Second, AMUS is actively working to increase the capacity of these organizations to build and maintain the block clubs AMUS has created. At the same time, we are seeking additional partners such as churches to facilitate sustainability.

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2c. Compliance and Accountability. Plans for Monitoring Program and Service Sites for Compliance: AMUS is a single-site program, and all members are based out of the Center for Urban Studies. Because of this, AMUS management will follow steps outlined below to ensure program compliance.

Ensuring Compliance with AmeriCorps Rules and Regulations: The Program Director maintains a consistently high level of interaction with members, including weekly meetings in which current and planned activities are discussed with appropriate guidance. The Program Director also attends and participates in many of the community events organized by members; this provides the opportunity for coaching, oversight and correction with specific information and feedback for members. Any questions or concerns regarding compliance are elevated to the Center Director as necessary and appropriate follow-up is completed promptly. The Program Director also communicates with MCSC Program Officers frequently and reports any compliance-related issues directly.

Prevention and Detection of Compliance Issues: The Member Agreement is reviewed with members as a group during their orientation training. Members are advised that their activities must be limited to those outlined in the agreement, and they are coached on how to respond to requests they may receive while in the field to participate in activities outside those in the agreement. The Program Director holds a weekly meeting with all members, as well as frequent ad hoc meetings with individual members. These meetings provide the opportunity for the Program Director to remain apprised of member activities.

Center Accountability if Risk/Noncompliance Identified: Any question of risk or noncompliance is elevated as needed to the Center Director and/or the MCSC Program Officer. If these questions involve member activities, the appropriate resolution is documented and an addendum to the member agreement is prepared, reviewed by the Program Director, signed by the relevant member and filed in their service folder. Steps to prevent or correct non-compliance in any other areas are addressed promptly per direction from the Program Officer.

Demonstrated Compliance: The Center has been found 100% in compliance with program and member files during the first two years of operation.

Member Enrollment: All slots received during the 2011-2012 Program Year were initially filled. Two half-time members exited early; one had completed more than the maximum hours for the slot to be refilled, the second exited after the deadline for additional recruitment. As noted in our response on the question of "Retention," we have strengthened our recruitment and selection process in ways that will ensure retention of future members.

Member Retention: In the 2011-2012 Program Year, 12 of 14 members completed a full term of service. Two members exited very early in the term; in both instances the member found that current personal commitments kept them from meeting the time requirements of service. Going forward, AMUS has

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strengthened recruitment and selection process by implementing a multilateral recruitment strategy of community, campus and media outreach designed to attract a candidate pool with a breadth and depth of talent. AMUS now invites all candidates to participate in 2-3 service activities during the selection process, which provides hands-on experience with the AMUS activities. Further, it allows the Program Director and Center staff to observe candidate service. With the resulting information available to both parties, AMUS is confident that those candidates selected will complete the full term of service.

Cost Effectiveness and Budget Adequacy

3. Cost Effectiveness and Budget Adequacy 3a. Cost Effectiveness.

How the Budget is Cost Effective: The cost per MSY is \$13,293, which is well below the national maximum allowable cost per MSY. The Center's average MSY has remained close to \$13,300 since program inception in 2010. Center management have several years of experience developing and implementing projects and project budgets, and used this expertise to determine the number of members needed for the original program. This same expertise was used to determine the management structure and number of members needed for the expanded target area. For the 2013-14 program year, the share for AMUS personnel is \$80,431 while requesting \$0 in AmeriCorps funding for personnel. Personnel costs include a Program Director (10% FTE), a Program Manager (10% FTE), two Program Coordinators (150% FTE), a Grant Writer (10% FTE), an Office Manager (10% FTE) and an Administrative Assistant (27% FTE). Fringe benefits for these positions are \$22,057 which will be covered by the AMUS program.

The Governor's and Mayor's Offices are requesting \$282,900 in CNCS funding to cover the cost of full-time member living allowances. The grantee share of member living allowance funding is \$86,100 (\$61,500 full-time, \$24,600 half-time). \$41,400 in CNCS funding is requested to cover member fringe benefit and other support costs, while AMUS will cover \$15,888 for member fringe benefit and other support costs. AMUS Program management has worked closely with MCSC staff over the first two years of program operation to determine funding needed for staff and member travel, training, and other costs. The 2013-14 AMUS budget reflects this input from the MCSC.

Sources of Organizational Funding: The Center will be the fiscal agent for this project. The Center's budget for fiscal year 2012 was approximately \$2.8 million. A small portion of this funding is provided by WSU. The overwhelming majority of Center funding comes from grants and contracts. Funding partners include the Michigan Department of Education, the Michigan Department of Community

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Health, The Kresge Foundation, the U.S. Department of Housing and Urban Development, the Environmental Protection Agency, Community Health Awareness Group and the Michigan Community Service Commission. The Center's AmeriCorps grant from the Michigan Community Service Commission represents approximately 15.2% of the Center's overall budget. The Center received \$160,277 from MCSC in 2011, \$175,272 in 2012 and \$199,095 in 2013. Obtaining Diverse Resources for Program Implementation: Since the first program year in 2010, the Center has provided substantial cash resources to the AMUS program, including covering the entire year one match with internal funding and seeking out partner contributions to the cash match in years two and three. For fiscal year 2012-13, the Center has lined up \$15,000 in support from The Kresge Foundation, \$15,000 from HFHS, and is in final negotiations to line up annual funding from JEBA. The Center is also in the discussion phase concerning AMUS support with several other local organizations. The Center provided a match of \$70,865 in 2011, \$73,846 in 2012 and \$68,096 in 2013. How AMUS Is a Cost-effective Approach to Address Community Need: AMUS, in coordination with the Midtown Detroit CompStat Initiative, has been able to reduce crime by 42.3% in the target area since CompStat began in 2009 and AMUS began in 2010. The Center conducted an economic analysis of this reduction in crime, and found that these two programs, funded at \$958,899 over three fiscal years (\$322,000 AmeriCorps, \$636,899 Byrne Justice Assistance Grant), have generated \$62 million in cost reductions associated with crime. Extent to Which Center is Increasing Costs Without a Commensurate Increase in Federal Funds: For year three of the current AMUS program, the Center's share of the budget is 30%. The Center anticipates continuing its' contribution to remain at 30% during years four and five of the AMUS program, thus remaining compliant with required grantee contributions to the AmeriCorps program. In year six, the Center will continue efforts to raise funds to meet the 34% contribution requirement.

3b. Budget Adequacy. Adequacy of Budget to Support the AMUS Program Design: Prior to the Center submitting an application to MCSC in 2010, Dr. Thompson and Ms. Washington assigned several WSU work study students to conduct neighborhood security and structure assessments of the Midtown target area. Also through the Midtown CompStat program, the Center was acutely aware of the types of crime being committed, along with where and when these crimes happened. Through these activities, the Center was able to compare the levels of crime committed to the structures neighborhoods had in place to deter crime. Through this analysis, it was determined that the Center would need funding from CNCS to fund the equivalent of 12 full-time members. Based on data collected in two program years, it is estimated that AMUS will need 30 full-time members would be

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needed for the Midtown and Jefferson East, and three targeted neighborhoods in Detroit. The cost to conduct criminal history checks and FBI checks, as needed, are included in the CNCS budget.

Evaluation Summary or Plan

An impact evaluation was submitted and reviewed by the MCSC. This is on file with their office. As described in more detail in the application narrative, the AMUS program evaluator will analyze, over time, the types of crimes committed in Midtown, Jefferson East and other target areas, and compare efforts employed to reduce crime in those areas. The evaluator will also determine reasons why the AMUS program was or was not successful, and verify processes for future replication. Additionally, the evaluator will conduct a community impact/cost savings report showing how much money has been saved due to crime reductions. Lastly, the evaluator will present before and after measures in tabular form, and through Google Earth maps that detail specific locations and types of crimes committed, locations of houses where security improvements have been made, block clubs established, blight reduction activities undertaken, and other activities completed.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A