

Narratives

Executive Summary

The AmeriCorps Urban Safety program proposes to have 157 AmeriCorps members who will implement proven strategies to improve public safety throughout the City of Detroit. At the end of the first program year, the AmeriCorps members will be responsible for decreasing the incidence of Part I property crime in Detroit Police Department precincts and increasing the number of active community block clubs. In addition, the AmeriCorps members will leverage an additional 5,000 volunteers who will be engaged in neighborhood block clubs, community patrols and promoting Safe Routes to Schools.

This program will focus on the CNCS focus area of Governor and Mayor Initiatives with a focus on Public Safety. The CNCS investment of \$768,195 will be matched with \$567,543 in private funding.

Rationale and Approach/Program Design

1. Problem/Need: In this proposal, Michigan Governor Rick Snyder and Detroit Mayor Mike Duggan jointly seek to address public safety issues in Detroit through the AmeriCorps Urban Safety (AMUS) program which combines the real-time crime mapping capabilities of COMPSTAT with the neighborhood-level crime prevention and interventions strategies performed by AmeriCorps members and community volunteers. The program will be facilitated in coordination with the Center for Urban Studies (Center) at Wayne State University.

Detroit accounts for 7% of Michigan's population and 0.25% of the state's land area. While both Detroit and Michigan have experienced decreases in annual violent and property crime totals since 2008, Detroit's crime totals remain disproportionately high. According to the 2014 Michigan State Police "Uniform Crime Data and Statistics", Detroit comprised approximately 18% of the state's total reported Part I property crimes (burglary, vehicle theft, larceny, and arson) and approximately 40% of the Part I violent crimes (homicide, robbery, sexual assault, and aggravated assault).

In addition, the city has a substantial number of vacant and open houses, a property status frequently associated with crime. The 2014 Motor City Parcel Mapping Survey indicates there are 27,485 structures throughout the City with an open point-of-entry, such as a broken or missing window or unsecured door. Of these structures, surveyors believe 93% are unoccupied. Studies show that vacant structures are the strongest predictor of assault risk when compared to nearly a dozen other risk indicators (Branas et al., 2012). This finding supports the "broken window theory" that further disorder is encouraged by outward signs of property abandonment. Once a property becomes vacant, the risk of violent crime within a 250-foot perimeter is 15% higher than the rate of crime 251 to 353

Narratives

feet from the property.

Sadly, these public safety issues impact the city's youth as well. Youth who reside in low-income urban areas are disproportionately affected by community violence as both victims and witnesses; this can result in antisocial behavior, social withdrawal, substance use, and academic problems (Copeland-Linder, 2010). It is estimated that 17.4% of Detroit youth age 16-24 are disconnected (neither working nor in school)--this is the second highest percentage among the 25 largest metro areas in the country (Social Science Research Council). Evidence of this phenomenon is observed in the alarmingly low high school graduation rate, with only 77.6% of Detroit students graduating high school and only 12.7% earning a bachelor's degree (American Community Survey). Furthermore, Wayne County recorded over 3,000 juvenile arrests in 2013--nearly twice as many as any other county in the state of Michigan (Michigan Statewide Juvenile Arrest Analysis Report 2008-2013). If the futures of these at-risk and disconnected youth didn't seem uncertain enough, homicide is the leading killer of children between the ages of 1 and 18 in the city of Detroit (Detroit News 2010).

Most residents look to the Detroit Police Department (DPD) to address the city's crime, but there are currently fewer police officers patrolling Detroit than at any time since the 1920s; the city has lost nearly half its patrol officers since 2000 (Detroit News July 9, 2015). Little infrastructure for resident public safety exists beyond DPD patrols. Center researchers held informal discussions with DPD representatives and Detroit residents to elicit qualitative data concerning community involvement with community policing; in a city of almost 143 square miles, there are only 12 community policing organizations registered to work with the DPD (6 of which were established by AMUS in the past 3 years). Detroit needs a city-wide, cost-effective, and replicable model to make communities safer for its residents.

2. Theory of Change and Logic Model: The AMUS program's theory of change is that the City of Detroit's high crime rates undermine the social fabric of the community, create a heavy economic burden, and contribute to high mortality and arrest rates for young people. The AMUS program takes a holistic approach to address public safety by training members in data-driven crime analysis, community organizing, and career- and college-readiness for one year. As a result of AMUS community-level crime prevention interventions and block club organizing, the city's Part I property crime rate will decrease at an average rate of 5% across all DPD precincts during the fiscal year. Given both the high rate of property crime as well as the indicators that unsecured property contribute to increase in violent crime, it is anticipated that these interventions will contribute to the decrease in Detroit's reported violent crime numbers as well.

Narratives

This proposal has applied the theory of change framework to link member activities to community need. We have defined a theory of "layered deterrence" that underpins every intervention in the AMUS program. At every level from the individual to the precinct, we build deterrence to dissuade criminals from committing crime: at the individual level, we educate residents in protective behaviors and provide devices and fixes to prevent home entry and slow down criminals; at the community level, block clubs and neighborhood patrols put eyes on the street so criminal activity is more likely to be reported; police-directed patrols put "cops on the dots", i.e., police in the locations where incidents have occurred. Other players, such as corrections officers, visit criminals at their homes to directly impart the message that they are being watched. These layers of deterrence act as a network of screens increasing the cost and difficulty of criminal activity, thereby reducing it.

The Governor's and Mayor's Offices are requesting 39 full-time slots, 86 quarter-time slots, and 32 minimum-time slots (157 members; 68.52 MSY) in order to expand the current AMUS target area to city-wide coverage. The Center will serve as the service site for training, supervision and coaching, and preparing for and reporting on program events and daily activities. Direct service activities will be coordinated in geographies based in part on the mapping of the 12 DPD Precincts. Building on 6 years' experience operating in 7 geographically dispersed target areas, members will leverage existing networks (e.g., DPD Precinct Administration and Neighborhood Police Officers; Detroit Public School teachers, police, and administrators; Michigan State Police; Mayor's District Managers; local neighborhood associations and community organizations) to establish the relationships and local knowledge that will be key to introducing program initiatives in the neighborhoods beyond the current program boundaries.

The proposed expansion also represents an increase in capacity to address diverse root causes of violence in the city. The AMUS expansion incorporates the Center's existing Detroit Youth Service Corps Program (DYSC) program and its activities. The DYSC program targets at-risk and disconnected youth who have a history of delinquency, contact with law enforcement, school suspension/expulsion, and/or residence in a high-poverty neighborhood and engages them in summer-long community improvement projects, mentorship, and career- and college-readiness activities. The DYSC program will naturally absorb into AMUS as both programs share the goals of data-driven crime analysis and community-based initiatives to improve safety for Detroit residents. Full-time members in the AMUS expansion will engage in the core activities that define the program's intervention model: (1) creating a partnership of law enforcement, community residents, and community partners for CompStat meetings; (2) organizing neighborhood block clubs and

Narratives

community patrols; (3) tracking crime reports for intimate partner violence to increase safety and empower survivors; (4) planning and implementing safe routes for students to walk to and from school; (5) boarding up vacant and open abandoned structures; and (6) target hardening (e.g. conducting home safety assessments, providing car clubs, VIN etching sessions, and distributing home and personal safety leaflets). Most (78) of the quarter-time members will serve in teams to support the implementation of these core activities. Eight of the quarter-time members will serve as coaches for 32 youth members who will serve in the summer of 2017. The 32 minimum-time slots will be filled by these youth members, recruited from amongst at-risk youth who are transitioning out of high-school to post-secondary education and/or career employment.

The desired grant award start date is October 1, 2016. Interventions will continue throughout the grant year, according to member schedules of 20-25 hours per week (less than full-time) to 35-40 hours per week (full-time). A single intervention will typically last from 2 hours (e.g., block club meeting, home safety assessment, target hardening training) to 6-8 hours (e.g., vacant home board up, safe route to school implementation). The target populations served will be all Detroit residents for public safety interventions, survivors of intimate partner violence (as identified by police reports and referrals), and Detroit youth (K-12) for safe routes to school.

3. Evidence Base: The AMUS model is based on preliminary evidence which merges the evidence-based model of Compstat crime analysis with community-level crime prevention strategies. Compstat was popularized in 1994 when then New York Police Commissioner William Bratton proffered the tool as a way to decrease crime and improve neighborhood quality of life. Compstat was touted as an innovative technology that allowed for real-time mapping and data-driven analysis of crime incidence in a given area. In 2002, Weisburd et al. published findings of a quasi-experimental research study drawn from their survey of a stratified sample of American police agencies and on-site observations of "model" programs. The study concluded that departments who had implemented Compstat had a more targeted effort to both reduce crime and evaluate the efficacy of police response to crime as compared to the control group who had not implemented the technology.

The AMUS model pairs Compstat with community engagement to impact crime on the individual, neighborhood, and city levels. This model is supported by "The Co-implementation of Compstat and Community Policing," a mixed-mode cross-sectional analysis of 7 U.S. police departments that merged the reforms of community policing with Compstat analysis (Willis et al. 2010). The researchers used surveys, secondary data analysis, and fieldwork including observation, focus groups, and interviews to structure an inductive study of the phenomena. The results indicated that 1) the

Narratives

police departments felt they could respond to a broader set of goals and engage in a wider variety of tasks by combining these reforms and 2) the two reforms had an "additive effect"--i.e., one reform compensated for the limitations of the other in helping departments to respond comprehensively to the diverse demands of their environments (977).

The AMUS model has six main components that it emphasizes, all directly connected to the CompStat process: 1) Identify crime problems and trends; 2) Streamline the communication process among researchers, community members, and police precincts to facilitate timely and efficient responses shifting crime trends. This is a crucial according to the Commission on Accreditation for Law Enforcement Agencies (CALEA) who identify the importance of working with the community since "police are not the only factor that [influence] crime rates. Crime is the product of a complex array of social, economic and political forces"; 3) Use CompStat to identify the few offenders that are responsible for the largest amount of crime. These High-Impact Offenders are presented at each CompStat meeting, informing the attendees of those who cause the greatest issues in their community; 4) Identify strategic actions to limit the impact of chronic offenders on the community; 5) Encourage community organizing so that residents are able to better police themselves and efficiently utilize resources to reduce crime; 6) Communicate directly with offenders to instill community messages against offending, provide notice of legal consequences to crime, and offer help. The Center conducts ongoing formative evaluation of the AMUS program to identify opportunities for improvement and refinement of operations. Over the past three years, AMUS has exceeded its projected outputs for crime deterrence throughout Detroit. Comparing the 2014 annual totals for Part I crimes in each of our target areas to the annual totals for the year before COMPSTAT began in the area, major crime has dropped in each of our target areas at an average of 23%, with Midtown showing a substantial decrease of 51% since 2008.

4. Notice Priority: This proposal is aligned to the Notice Priority as a Governor and Mayor Initiative, and the CNCS Focus Area of Public Safety. Increasing public safety is critical to the success of both Michigan and Detroit. In this proposal, Michigan Governor Rick Snyder and Detroit Mayor Mike Duggan jointly seek to address Detroit's public safety by combining the data-driven analysis of COMPSTAT with the targeted crime prevention capabilities of AmeriCorps members and community volunteers to reduce crime throughout the city of Detroit.

The AMUS Program has met or exceeded performance measure goals in its first five complete years of operation. Most recently (2014-2015), 143 neighborhood block clubs were organized against the goal of 45. The performance measure goal to establish and maintain the CompStat process in all 5

Narratives

expansion target areas was met in PY14. As of Q4, Part I crimes (violent and property) over all target areas had been reduced by 13% in PY14 compared to PY13; a reduction of 12% was achieved in PY13. This proposal seeks renewed funding to continue these public safety successes, and improve the quality of life for Detroit residents.

5. Member Training: Members will receive high quality training to provide effective community service and contribute to college- and career-readiness. Members attend a 5-day orientation at the service site. Presenters will include Program Staff, AMUS Program alums, and Center staff with expertise in program activities such as CompStat and GIS mapping. Morning sessions will focus on site, program, and community orientations: site sessions will include information about the distinction between service and employment; program orientation will review the Member Agreement, including AmeriCorps requirements and prohibited activities; community information will include an overview of local business, non-profit, education and municipal networks as well as community organizing and volunteer recruitment strategies, service project planning, and field safety. Afternoon sessions will include team building exercises and session topics including risk management and meaningful membership service.

Member safety is a top priority of the AMUS Program. Orientation training covers safety protocols and practices, stressing the importance of teamwork and awareness in the field environment. Member safety is also supported by the strong partnership between the AMUS Program and both the Wayne State University Police Department and the Detroit Police Department. Depending on the field location, WSU Police or Detroit Police are the first point of contact and first responder in the event of any threat to member safety.

In the field, each new member will be partnered with an experienced member who will provide mentorship and direct support during assigned tasks and activities. Once a member demonstrates competency in a given task/activity, the member will begin working independently. As members begin service, the Program Director and Program Coordinators monitor activities through bi-weekly meetings to ensure members complete assigned tasks correctly.

Throughout the year, training is provided in regularly scheduled team meetings and special one-on-one sessions. Ongoing training is used to maintain awareness of key matters such as prohibited activities and field safety protocols. AMUS members receive at least four additional trainings including conflict resolution, volunteer management, event planning and civic engagement; sessions conducted during the first quarter of member service also include Life after AmeriCorps and the Segal Education Award.

Narratives

Youth members and domestic violence members will receive training specialized training for their assignments. Pre-service and on-going domestic violence training will be conducted by the Center in partnership with DPD and Wayne County Circuit Court.

Members will acquire a variety of transferrable employment skills during their term of service. Daily and long-term work 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, thereby developing an understanding of both personal accountability and team dynamics. Members also learn technical skills such as basic desktop programs, GIS Mapping, and Access database management, as well as the use of power tools and other construction skills.

6. Member Supervision: The Center has successfully used a tiered approach to supervising members during the first six years of program operation. Center Director Dr. Lyke Thompson provides overall program operation guidance. Ramona Washington, Research Assistant at the Center, is the Program Director and is responsible for implementation of program strategies. Currently, the Center has four full-time Program Supervisors to work directly with members to make sure they have adequate training, resources and direction to work on assigned tasks daily.

A three-pronged strategy will drive continuous program improvement and ensure appropriate member support: 1) The Program Director will meet with Dr. Thompson and AMUS members semi-weekly to review program status; 2) the Program Director and Program Supervisors will meet weekly with AMUS members to review member feedback and progress to date, communicate program and administrative updates, and celebrate successes; and 3) the Program Director and/or Program Supervisors will provide ongoing support to members.

Program Supervisors are assigned to teams identified by target area and/or program activities (e.g., home safety assessments, board ups). Supervisors will be trained to provide guidance and support as well as follow AmeriCorps program regulations, priorities, and expectations, including, but not limited to: knowledge of prohibited activities and the distinction between service and employment; building relationships with assigned teams; ensuring members understand program goals; clarifying expectations and setting service goals with members; instructing members in the proper completion, collection and storage of evaluation tools; ongoing coaching; and performance evaluations at mid-year and end-of-year for each member. Supervisors will receive ongoing communication and support from the Program Director and Dr. Thompson. Program Supervisors will also receive performance evaluations and feedback from the Program Director.

Narratives

7. Member Experience: The AMUS recruitment plan includes components designed to reach residents from the geographic and demographic communities in which it operates (e.g., door to door leafleting; presentations at community meetings). Approximately 80% of current members lived in a Program target area before their service in the AMUS Program. Recruitment resources include the national on-line AmeriCorps recruitment system, the MCSC website Volunteer Michigan, social media, WSU campus buildings, and our network of community partners and foundations.

Members will have access to meaningful service experiences, including opportunities for reflection and connection to the broader national service network. Regular team meetings will keep members apprised of program progress against goals, and time will be set aside for reflective dialogue and writing exercises. As in past years, members will attend statewide member events such as the Member Celebration (a statewide Americorps tribute which includes keynote presentations, networking, and a collective member swearing-in ceremony) and Russ Mawby Signature Service Project (an annual service project that includes AmeriCorps state and national members from across the region). AMUS members are able to interact with members from diverse branches of the Americorps community, including VISTA, Senior Corps, and City Year, at these annual events as well as in planning and implementing National Days of Service, including Martin Luther King, Jr. Day and September 11 National Day of Remembrance.

As a result of training and service, AmeriCorps members gain skills and experience that can be utilized and will be valued by future employers. Ongoing training includes sessions on goal-setting, career exploration, the Segal Education Award, and life after AmeriCorps. Yet the experience of service that members live daily, and during collaborative service, is one of the most positive and enduring aspects of their service year. As one member stated, "My experience has given me a new respect for the resilience of residents who have remained in the city of Detroit through all these years of hardship. Seeing that is empowering. It will remain with me for years after my service."

8. Commitment to AmeriCorps Identification: Members, staff, and community members will know of AMUS members' Americorps status. Members receive an overview of Americorps program expectations during the orientation training. They receive and are instructed to wear daily: logo-embossed shirts; ID badge with lanyard; and co-branded WSU/AmeriCorps business cards to distribute in community meetings. Donor funding also provides for logo-branded items for days of service. In the context of national service, members are taught to describe the AMUS Program in a 30-second "elevator speech" in order to effectively describe the Program to others.

AMUS members share two large offices in the Center to foster collaboration and an Americorps team

Narratives

identity. Members are identified as AmeriCorps members when they are introduced to staff, colleagues, students, partner organizations, and the community. Posters and banners brand the office as an AmeriCorps host site. The AMUS Program is prominently displayed on the Center's website and has a link to an AMUS-only website: www.amusdetroit.org.

Organizational Capability

1. Organizational Background and Staffing: The Center's mission is to improve understanding of and provide innovative responses to urban challenges and opportunities. Since 1967, it has held expertise and conducted research in community development, urban studies, public safety and education, and provided support to scholars, community organizations, businesses, municipalities, foundations, and non-profits. Center staff engages community, government, institutions, and policymakers in collaboration with university faculty and resources to transform knowledge into action.

Center management has a combined 50 years of experience designing and implementing programs. Several Center projects have received long-term continued funding, such as the Michigan Department of Education Early On evaluation (22 years of funding) and evaluations of programs offered by the Community Health Awareness Group (18 years of funding). WSU and the Center are both well-versed in managing federal grants. For FY 2014-15, approximately 80% of the Center's projects are either federal grants or pass-through federal funds (State of Michigan and local community partners). The breadth and depth of the Center's expertise was used to design, implement and operate the Center AMUS Program, which is currently completing its sixth year with MCSC funding. All MCSC Program Officer visits have resulted in positive reports on program administration and performance.

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. Research Assistant Ramona Washington has worked at the Center for over nine years and has been the Program Director since the inception of the AMUS Program in 2010. Lisa Carter, Kaye Sutherland, and Iselda Esquivel have served as Program Supervisors since the AMUS program expanded in 2013; Ms. Carter, Ms. Sutherland and Supervisor Sara Thornton previously served as members with the AMUS Program.

Center staff also includes Managing Director Charo Hulleza, MPA who is responsible for day-to-day oversight as well as 5 Program Managers, Research Associates (Ph. D. level), Research Assistants (Bachelor or Master's level), and student assistants who report directly to Dr. Thompson or Ms. Hulleza. Center grants administration is managed by Valeria Cook, Business Operations Manager. The program would not be successful without the sustained commitment of Detroit's residents.

Narratives

AMUS regularly engages with community members and partner organizations to plan and implement interventions focused on improving levels of neighborhood guardianship and reducing victim attractiveness and susceptibility. The program accomplishes this goal in the following ways: 1) AmeriCorps members assist residents, tenants, property managers, and businesses in organizing block clubs and business watch groups; 2) participate in community meetings on an ongoing basis in order to identify emerging community safety concerns and relay the information to Wayne State and Detroit Police Department; 3) collaborate with community volunteers to clean up blighted property or board up abandoned structures. Since the program's inception, AmeriCorps members have attended 816 community meetings throughout the seven target areas and made new contacts with 18,748 residents.

Compliance and Accountability: The Center is the single host site for the AMUS Program, which allows program Staff and supporting Center staff to follow steps outlined below to ensure program compliance. Member training, both in orientation and throughout the year, is at the forefront of maintaining compliance in terms of member activities. Program Coordinators provide daily oversight, coaching, and feedback for AMUS members. Additionally, the Program Director maintains high levels of planned interaction through weekly meetings and participation in community events. The Member Agreement is reviewed with members as a group during orientation. Special focus is given to the list of prohibited activities. Members are advised activities must be limited to those outlined in the agreement, and are coached on how to respond to requests they may receive outside of those in the agreement. That member service duties do not duplicate, displace or supplant staff, volunteer or internship roles is ensured through a review of the Member Agreement against internal job classifications by WSU Human Resources, and ongoing monitoring of member activities to verify that they are only those defined in the Member Agreement.

Compliance awareness is maintained by the Program Director's participation in MCSC training and regular meetings that include updates and reminders. Compliance is maintained through engagement by the Program Director and Program Coordinators with members in daily activities at the service site and in-field observations, and weekly meetings that provide the opportunity for member questions and feedback, as well as direction and coaching from the Program Director and Program Coordinators. Member activities are also reviewed in the process of approving member timesheets. Timesheets with questionable reporting are returned to the member, pending review and discussion between the Program Coordinator and member. Any question of risk or noncompliance is elevated promptly and as appropriate to the Program and/or Center Director; corrective action is taken

Narratives

through written communication and training as needed. Resolutions to questions involving member activities are documented and an addendum to the Member Agreement is prepared, reviewed by the MCSC Program Officer, signed by the relevant member and filed in their service folder. Program compliance is maintained by the Program Director's review and sign-off of all program documentation, including program/financial reporting and member files. The Center has been found 100% in compliance with program and member files during annual audits during the first five years of operation. Internal accountability for program compliance is addressed through the supervision and performance evaluations of Program Staff (conducted annually by the Center Director) and oversight by the WSU Division of Research/Sponsored Program Administration.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness: The cost per MSY for the AMUS expansion is \$11,211. This represents a roughly 13% increase over costs for the current fiscal year. The increased costs are necessitated by increased geographic scope, membership, staff, and programmatic costs.

The AMUS expansion more than doubles the current target area to cover the nearly 143 square miles of the city. This expansion requires an increase in the number of members to effectively implement the program. The Center requests 157 members at 68.52 MSY. We have increasingly used Quarter Time and Minimum Time slots in building our AmeriCorps team. The communities we serve, and from which we recruit our members, continue to face economic challenges. Current members and candidates are often required to retain or take on additional employment during their term of service, as they lack financial resources. The minimum service hours help to ensure that members can successfully complete their term of service in those circumstances.

The increase in membership results in an increase in costs for training and supervisory staff as well. The increase from our current 38 MSY for 40 members to the proposed 68.52 MSY for 157 members increases cost for MSY by \$299 for additional uniforms, orientation, FBI Clearance, ongoing training, and the Member Celebration. The requested Administrative Assistant (50% FTE) to manage the office and two Research Technicians (27% FTE) to supervise members and provide data-analysis expertise represents an increase of \$580 per MSY.

The proposed expansion also increases the total number of program activities to cover the larger geographic area and represents an increased capacity to address the various root causes of crime in Detroit. The expansion incorporates the Center's DYSC program to target both youth and intimate partner violence. The larger target area will also increase the number of board-up projects, CompStat reports, and program evaluations; this increases MSY costs by just under \$400.

Narratives

Lastly, experience has shown us that AmeriCorps members from our target areas face significant barriers when it comes to transportation. Most do not own vehicles and have found Detroit's public transportation to be unreliable, unaffordable, and at times, unsafe. To address this challenge, an increase of \$655 for cost per MSY will facilitate the lease of a van and mileage reimbursement for daily program activities and special events.

The proposed budget allocates \$818,720 to member living allowances (39 Full-Time, 86 Quarter-Time, 32 Minimum-Time), and \$164,890 to support costs (FICA, Health Care, Workers Compensation). The Center requests \$531,270 in CNCS support for member living allowance and support costs. The Center match contribution covers 42% of these expenses; the Center's match for the entire AMUS expansion is, likewise, 42%. AMUS Program management has worked closely with MCSC staff since the program's inception to determine the funding needed for staff and member travel, training and other costs. The proposed budget reflects this input, together with six years of program experience, as we identify the resources to successfully implement the Program's planned expansion.

It is also worth noting that in the first six years of our program, our Cost per MSY steadily decreased from \$13,356 in PY10 to \$9,970 in PY15. We believe this record demonstrates our ability to budget wisely and identify additional funding sources. The Center will be able to reduce MSY cost by a minimum of \$550 per year as match contributions increase in years two and three of this funding cycle.

Since the AMUS program launched almost 7 years ago, major crime has dropped in each of our target areas at an average of 26% when compared to annual totals for the year prior to program implementation; this has resulted in a cost savings of \$193,299,734. We anticipate a marked increase to that figure when the program is launched citywide.

Evaluation Summary or Plan

Since its 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. Because the proposed budget is more than \$500,000, the Center will hire an external evaluator for FY2017.

The AMUS program is primarily evaluated based on CompStat outputs, secondary data collected by local police and available to the Center on a real-time basis. This data can be aggregated across types of crime, geographic areas, and/or time periods to track program outcomes. Primary data include: mapped locations of houses where security improvements have been made; locations, meeting dates,

Narratives

and participant numbers of block clubs based on sign-in sheets; and locations, dates and participant numbers in board ups and cleanups.

This data will continue to be gathered by members and verified by supervisors. To monitor program progress, program staff access and analyze data daily, and will work with the external evaluator to create impact reports mid-year and at grant year-end. With ready access to primary and secondary data, and being well-versed in evaluation procedures and protocols, Center and AMUS program staff will be able to provide knowledgeable support to the work of the external Evaluator.

The Evaluator will assess progress toward key crime reduction outcomes of the AMUS program by estimating the cost savings related to crime reductions that have been achieved in the program's target area. The three research questions that will be investigated to assess the impact associated with AMUS crime prevention activities include:

- 1) How has the crime rate in the target area changed over the course of the fiscal year?
- 2) What are the monetary costs associated with crime in the target area?
- 3) Given the reductions in crime, what is the amount of total cost savings that can be imputed?

The estimation of costs will use an accounting approach. This method attempts to capture all costs associated with crime that individuals and society bear and place a dollar value on those costs. For example, robberies result in prevention expenditures (such as installing lighting or buying personal defense products), property loss to victims, expenditures on medical treatment for injuries, pain and suffering of victims and costs for investigating, adjudicating, and incarcerating offenders. This method of crime cost-benefit analysis is based on two studies: (1) McCollister, K.E., French, M.T. and Fang, H (2010), "The cost of crime to society: New crime-specific estimates for policy and program evaluation", *Drug and Alcohol Dependence*, 108, 98-109, and (2) *Victim Costs and Consequences: A New Look* by T. Miller, M. Cohen & B. Wiersema, a NIJ Report (1996).

Amendment Justification

N/A

Clarification Summary

Clarification items from 4/14/16 letter

1. Please further explain the roles of 5,000 volunteers. Volunteers are integral to the success of the AMUS program. Over the fiscal year, AMUS members will leverage 5,000 volunteers for: 1) neighborhood safety interventions; 2) community patrols; and 3) Learning Seminars & Brown Bag Lunches.

Narratives

AMUS neighborhood safety interventions aim to increase neighborhood guardianship, revitalize communities, and deter crime. AMUS members leverage human capital from neighborhood block clubs, community residents, law enforcement, and other stakeholders. AMUS will enlist 4,650 community volunteers to assist with the boardup of vacant and open structures, clearing vacant lots of trash and debris, implementing Safe Routes to School for neighborhood children, and posting signs that signal neighborhood monitoring.

AMUS also will engage 300 community volunteers to assist with community patrols and monitoring. In a city of almost 143 square miles, there are only 12 community policing organizations (6 of which were established by AMUS in the past 3 years). Community policing groups schedule neighborhood patrols and identify emerging community safety concerns which they then relay to the Detroit Police Department. We project establishing 24 citizen patrols with an average of 12 community volunteers per patrol.

Lastly, we will recruit 50 qualified community volunteers from the business, academic and civic sectors to facilitate Learning Seminars and Brown Bag Lunches for youth participants in the summer program. These learning sessions revolve around college- and career-readiness skills, including: leadership, resume workshops, interview practice, effective study habits, administrative aspects of college entry, violence prevention, cultural sensitivity, and financial literacy. One Learning Seminar and one Brown Bag Lunch will be scheduled each week during the 12-week summer program.

2. Please further describe how 5,000 generated volunteers will be aware of, and will adhere to, AmeriCorps requirements, including the rules regarding prohibited activities. Volunteer training is a necessity to establish competency in AMUS-related tasks and activities such as community patrols, board up of unsecured properties, and Learning Seminars and Brown Bag Lunches. Prior to these activities, volunteers are trained on related-AMUS activities as well as AmeriCorps requirements, including rules regarding prohibited activities. Program Coordinators train community volunteers onsite and prior to all AMUS-related activities. These trainings last 15 minutes and are in PowerPoint format. Subsequent to training, volunteers are strategically paired with AMUS members who are also trained in safety and AmeriCorps prohibited activities to ensure that all volunteers are in compliance. If an AMUS member observes volunteers who are engaging in prohibited activities, members will

Narratives

reported their observations to the Program Coordinator or Program Manager. At that point, the Program Coordinator or Manager will intervene to cease the prohibited activities.

4. Please further describe how the applicant has raised or plans to raise non-CNCS resources to fully support the proposed program. For the past seven years, the Center has sought to leverage both new and existing resources to support the important work of AMUS - this extends to the proposed expansion. Long-term sustainability and funding diversification are top priorities for AMUS. While the Center's AMUS program is largely supported by CNCS, the Kresge Foundation and the Skillman Foundation have been champions of the program as well. The Kresge Foundation has contributed match dollars since 2013 and the Skillman Foundation has provided funding since 2013. Grant support from Kresge will need to be renewed on October 1, 2016 while \$80,000 of Skillman support will cover the first 2 months of the new fiscal year. The Mayor's office and Senior DPD officials have verbally expressed interest in citywide expansion. Center management has been in talks with Program Officers from both foundations and they have expressed verbal commitment to continued support during the citywide expansion.

5. Please consider decreasing the application's proposed cost per MSY by revising the CNCS share of the program budget, or provide a compelling explanation for why the cost/MSY cannot be decreased. The MSY is 13% higher than our current MSY. However, the citywide expansion doubles the target area of the AMUS program and necessitates a significant increase in the number of members, training, and supervisory staff used in the program. During the first 6 years of AMUS, we were able to lower our MSY costs by almost \$3400; likewise, we anticipate an annual decrease in the proposed MSY costs by at least \$550 in years 2 and 3 of this funding cycle.

Clarification Items from 4/25/16 letter

6. The applicant proposes a \$1319.35 increase in the cost per MSY comparing to the previous grant. Please provide additional justification for the increased cost per MSY. Please explain why the applicant cannot cover the increased cost per MSY through its own match. The increased MSY is a result of the citywide expansion as well the program's increased scope to be a more comprehensive crime prevention and reduction strategy. After cutting a few activities and shifting more costs onto our match, the cost per MSY is now set at \$11212. While this amount is still higher than our current MSY, the costs will have a significant and measurable impact on the public safety of almost 700,000

Narratives

people. Also, per the funding history of the AMUS program, we expect these costs to decrease in subsequent years. For the upcoming fiscal year, Wayne State University will offer the operational support for the program and the Skillman and Kresge Foundations, who are both firmly committed to catalyzing Detroit's revitalization, have verbally agreed to matching grants pending support from CNCS.

Continuation Changes

N/A

Grant Characteristics