

Draft

**The Group 14621 Neighborhoods:
A Public Safety Assessment and Recommendations."**

Completed by RIT Students in Partial Fulfillment
of a Master's of Science in Criminal Justice
in coordination with the Center for Public Safety Initiatives (CPSI)

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Introduction

This report documents a Public Safety Assessment of the Rochester neighborhoods which comprise the 14621 neighborhood. The project grew out of a commitment to locally relevant research in the Master's degree program in Criminal Justice at Rochester Institute of Technology. The Course for which this was completed also reflected an additional commitment to Problem Based Learning. Problem Based Learning refers to an educational process in which students work together to understand and address a particular problem. The underlying principle is that through exploration of the problem student will not only apply their knowledge to the real world but will also discover the concepts, theory and research needed to address the selected problem. In most cases a broad problem is selected, as is true in our case. The students of this class had to decide how they would understand the community in which they work and how to identify and address public safety issues when no set methodology exists. This approach to education has been practiced across a number of fields and is particularly well known in the world of medical education.

The sections of this report reflects an effort to organize the tasks before the class. Students were assigned both primary and secondary areas for their analyses, throughout the quarter students read relevant theory and research and applied it to their growing hands-on knowledge of the Rochester community and 14621 in particular. Our discussions ranged widely but the class remained aware of the obligation to meld their academic education with the exploration of the assigned problem.

As is necessary in problem based learning the breadth of the problem guided students and forced important decisions and compromises. The resulting analyses and recommendations are thus the products of our shared experiences in and out of class. They are not intended as definitive statements of the problem or solution but are intended to reflect the best of the class's thinking on the subject. Members of the class are willing to discuss their work with any interested parties.

This report represents the results of a substantial undertaking that took place in a limited period of time. None of the work would be possible without the assistance of many people from the 14621 area, the City of Rochester and the Group 14621 Neighborhood Association itself. Students will acknowledge the assistance they received in their individual sections but we are also pleased to acknowledge the more general support of Eugenio Cotto Director of Group 14621, Marisol Ramos-Lopez, Administrator, North East Quadrant Neighborhood Service Center and Rochester Police Officer Eric Majewicz, We are also grateful for the contributions of Janelle Duda and Kendell Jones from the Center for Public Safety Initiatives at RIT. Of course the analyses and recommendations are those of the member of this class in Criminal Justice at RIT and do not necessarily reflect the ideas or positions of those that provided assistance to the students.

John Klofas

Chapter 1: Spatial and Social Analysis

Primary: Greg Drake

Communities and Crime Literature

The conceptual notion that community social factors directly influence rates of crime and delinquency at the community level is derived from literature on social disorganization, collective efficacy, social control, and social capital (Shaw and McKay 1942; Coleman, 1988; Sampson and Groves, 1989; Putnam, 1993; Sampson, Raudenbush, and Earls, 1997; Chaskin, 2001; Black, 1976). Sampson, Raudenbush, and Earls (1997) articulate the theoretical premise of the relationship between community member collective action and crime in that “social and organizational characteristics of neighborhoods explain variations in crime rates that are not solely attributable to the aggregated demographic characteristics of [the] individuals [within those neighborhoods] (p. 918).”

Constructed in the early 20th century social disorganization, the inability of members of a community to understand commonly held norms and desires, was the first conceptual framework attributing variations in crime across areas to differences in local community social structures.

Holistically, the body of research on communities and crime argues a few key principles: firstly, interpersonal relationships form the basis for collective action, without which groups struggle to accomplish much of anything; secondly, relationships facilitate the co-transfer of social capital between individuals; and thirdly, the primary form of social capital transfer which affects rates of crime in communities is that of social control.

In this section I will offer a description of both social capital and social control. I will then argue that social control can act as a form of social capital under the two criminological theories that I will describe, Social Disorganization and Collective Efficacy theories.

Social Capital

The notion of social capital, though not explicitly stated, has existed in sociological research since its inception (Portes, 1998). Coleman (1988) describes social capital as the resource potential of relationships stating: “If physical capital is wholly tangible, being embodied in observable material form, human capital is less tangible, being embodied in the skills and knowledge acquired by an individual, social capital is less tangible yet, for it exists in the *relations* among persons (p. 100)”.

Its first conceptual references arguably came in 1980 when French sociologist Pierre Bourdieu stated that “the profits which accrue from membership in a group are the basis of the solidarity that make them possible (1980, p. 248; from Portes, 1998, p. 3)”, and three years earlier in 1977, when American economist Glen Loury argued that: “The merit notion that...each individual will rise to the level justified by his or her competence conflicts with the observation

that no one travels that road entirely alone. The social context within which individual maturation occurs strongly conditions what otherwise equally competent individuals can achieve (Loury 1997, p. 176; from Portes 1998).”

As Coleman (1988) argues, social capital can materialize in numerous forms and serve a multitude of functions, not all of them positive. Transfers of social capital can be positive, by providing a single mother with a cheap and safe babysitting option through a neighbor or close friend, or they can be negative, helping to facilitate criminal activity (Coleman 1988). For example, an individual seeking to rob a convenience store may use their social networks to procure a lookout or getaway driver for the robbery. Many modern day gang activities show similar dynamics.

Coleman (1988) offers that social capital is the resource potential of relationships, not the resource actualization of relationships. This distinction has both scientific and theoretical implications for the concept of social capital. Firstly, this distinction makes it exceedingly difficult to measure the extent to which social capital exists within communities. Scientists are left to use survey instruments to gather information about perceptions of relationships from community members as opposed to directly observing acts of resource transfer. The limitations of such survey instruments are well known to the research community.

Secondly, this distinction has theoretical implication, belaying the underlying notion of trust within social groups. As the resource potential of relationships, the existence of social capital begins to act as a proxy for the strength of relationships among members of a group. For example, members who entrust the lives of their children to each other have a stronger bond than those who would only entrust the wellbeing of their pet or home. When these bonds are aggregated to the group level, one can start to examine the extent to which social capital flows within a community.

Coleman (1990) terms the co-transfer of social capital between members of a group reciprocated exchange. For there to be large reciprocation of social capital within a community, there must be other forms of capital to exchange. Coleman (1988) describes capital as being either: social, as described above; human, in the form of the natural and learned skills of an individual; or physical, tangible resources such as money or property. Coleman argues that social capital is simply the access to other resources that individuals within a group might have. Borrowing a lawn mower would be an example of social capital, resource potential of a friendship, allowing for the exchange of a form of physical capital, usage of the equipment. Coleman argues that the implications of this are such: if a community has little aggregate physical capital, tangible resources, or human capital, skills largely influenced by the education of individuals, than the resource potential of relationships in that community, i.e. social capital, will be far lesser than in communities with higher aggregate physical and human capital, *even if strong social networks exist.*

Social Control

Black (1976) defines social control as “the normative aspect of life, or the definition of deviant behavior and the response to it” (pg. 1-2). Black goes on further to differentiate between formal and informal sources of social control. Formal social control is argued to be the application of law to deviance, and informal social control would be any other attempts to adjust deviant behaviors without formal institutional techniques.

In places where formal and informal social control are commonplace, rates of deviance will be low. The opposite is true as well. Both types of social control will be central to the theories discussed below. However, both theories rely heavily on local community members using informal social control to adjust deviance.

In his book Black (1976) argues that several social factors influence the application of law on deviance. Particular to this analysis, Black argues that the closer the relationship between individuals, the less likely that they will use formal social institutions to control each others’ delinquent behaviors. In practical terms, this means that close friends would be less likely to call the police if one learned that the other was selling drugs. These individuals would be far more likely to have a conversation about stopping the sales or moving them to a place outside of their community.

Social Disorganization Theory

Entering sociological theory in the early 1900’s, Social Disorganization Theory was one of the first to posit that variation in structural elements between different communities could lead to differential rates of crime, disorder, and delinquency (Shaw and McKay, 1942; Sampson and Groves, 1989). Sampson and Groves (1989, p. 777) define Social Disorganization as “the inability of a community structure to realize the common values of its residents and maintain effective social controls.”

As stated above, Shaw and McKay (1929, 1942) were one of the first to introduce what is now referred to as Social Disorganization theory. In an examination of Chicago crime rates from 1900-1933, Shaw and McKay (1942) discovered that crime rates followed distinct geographical patterns that formed rings around the City, regardless of the population characteristics of the people that lived there. This, in effect, argued that ecological factors, beyond individual pathology, had an effect on crime and delinquency. Though they did not test their ideas empirically, Shaw and McKay (1942) offered that the communities within the rings with higher crime had distinct community structural factors that lead to crime. The first of these structural factors was that of concentrated poverty, though Shaw and McKay didn’t posit that poverty had a direct relationship on individuals. The relationship argued was that concentrated poverty affected the social structure of a geographic area, weakening the positive attributes provided by various social structures and exacerbating the negative attributes (Bursik and Grasmick, 1993). For example, in areas of concentrated poverty, strong social networks are scarce, and large numbers of unsupervised peer groups are abundant. The second was ethnic heterogeneity,

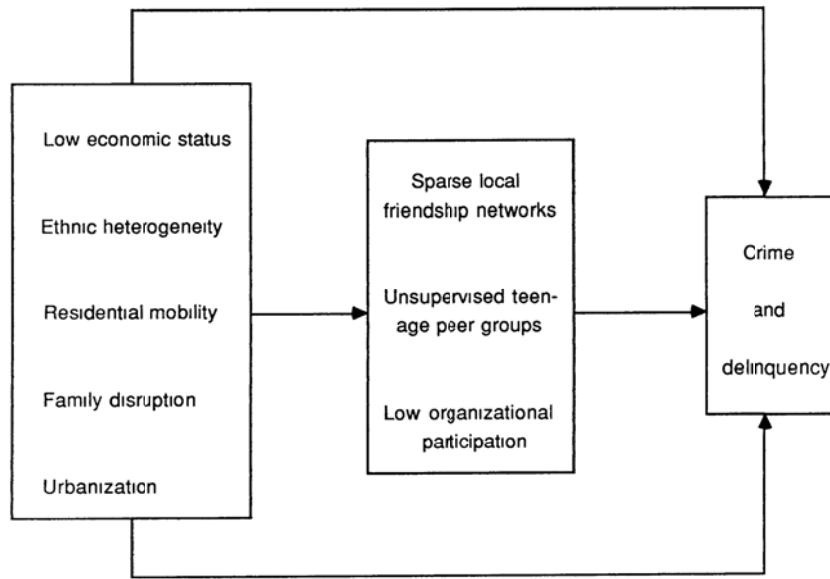
meaning a mixture of many cultures and ideas where community members struggle to communicate and agree on normal values. The third was a high rate of residential mobility, the flow of residents in and out of different neighborhoods and communities. Weaknesses in these structural factors lead to instability in neighborhoods and the reduced the potential for social control on deviance in those areas (Bursik and Grasmick, 1993).

Where the social control of deviance is weakened by social disorganization, the inverse may also be true. In what is referred to as Cultural Transmission Theory, Shaw and McKay (1942, pg. 168) argue that:

The importance of the concentration of delinquents is seen most clearly when the effect is view in a temporal perspective. The maps representing distribution of delinquents at successive periods indicate that, year after year, decade after decade, the same areas have been characterized by these concentrations. This means that delinquent boys in these areas had contact with not only other delinquent boys but with older offenders, who in turn had contact with delinquents preceding them, and so on to the earliest history of the neighborhood. This contact means that the traditions of delinquency can be transmitted down through successive generations of boys, in the same way that language and other social forms are transmitted (from Williams and McShane, 2010).

Half a century later, Sampson and Groves (1989) conducted an empirical examination of Social Disorganization theory. Their research brought the theory back into academic discourse after a half century in obscurity. Sampson and Groves (1989) also introduced the variables of ‘family disruption’, the number of single parent households, and ‘urbanization’, a function of population density where a sense of anonymity is created, as affecting rates of crime and delinquency in concentration in their analysis.

Building on those five variables, Sampson and Groves (1989) examined factors that intervened in social disorganization, thus allowing the possibility that some communities are able to mitigate the effects of social disorganization. These variables were informal local friendship networks, the ability of a community to supervise teenage peer groups, and residents’ organizational participation. Just as Sampson and Groves argued that the existence of these variables mitigated social disorganization, they also argued that the lack of these factors would further compound social disorganization. Below is the causal model offered by Sampson and Groves (1989, Pg.783).



Later in his academic career, Sampson and his colleagues formulated an adapted explanatory model for *why* social disorganization leads to increased rates of crime and delinquency within communities. Sampson, Raudenbush, and Earls would introduce the notion of Community Collective Efficacy into the field of criminology in 1997.

Collective Efficacy

Sampson, Raudenbush, and Earls (1997) posit that collective efficacy is “the differential ability of a community to realize the common values of residents and maintain effective social controls” and that this variation “is a major source of neighborhood variation in violence” (pg 918). Therefore, social structural aspects of a community that stimulate community member participation and investment in community will increase community social control and thus reduce violent crime rates within a particular area. Sampson et. al. argue that three primary social structural variables account for variation in rates of collective efficacy between communities. These variables were concentrated disadvantage, ethnic and cultural diversity within a community, and residential stability.

Sampson et. al. argues that for collective action to take place, strong social networks within a community must exist, adding that “at the neighborhood level...the willingness of residents to intervene on behalf of the common good depends in large part on the conditions of mutual trust and solidarity between neighbors” (p. 919). It is because of this that the three structural variables argued are important to community collective efficacy.

Firstly, Sampson et. al. argue that concentrated disadvantage in urban communities significantly decreases collective efficacy, stating “The alienation, exploitation, and dependency wrought by resource deprivation act as a centrifugal force that stymies collective efficacy. Even if personal ties are strong in areas of concentrated disadvantage, they may be weakly tethered to collective actions” (pg. 919). Furthermore, Sampson et. al. argue that “economic

stratification...intensif[ies] the social isolation of lower-income, minority, and single-parent residents from key resources [that] support collective efficacy” (pg. 919).

Secondly, racial and class segregation in urban areas concentrates disadvantage and weakens social structures. Sampson et. al. state that “economic stratification of race and place thus fuels the neighborhood concentration of cumulative forms of disadvantage, intensifying the social isolation of lower income, minority, and single parent residents from key resources supporting collective efficacy.”

Thirdly, the creation and continued strengthening of social ties takes time. Because of this, home ownership and high rates of residential tenure offer the increased likelihood of strong social networks within a community. In light of this, Sampson et. al. argue that homeownership and long residential tenure create both a physical and financial sense of ownership in a community and a psychological attachment to ones community, thus increasing the vested interest that residents have in their particular community.

Finally, Sampson et. al. argue that informal social control is only one part of the larger picture that is community crime control. In addition to collective efficacy affecting private and parochial levels of social control, direct intervention or group level collaboration for example, Sampson et. al. argue that public levels of social control, the ability to work with public institutions to acquire resources is affected by collective efficacy.

Informal Social Control as a form of Social Capital

Arguably, the act of intervention in criminal behavior, primarily at the private or parochial level, is a form of capital. Where this form of capital is used on behalf of another residents or the community as a whole as a function of trust and cohesion among residents, which is a necessary function of community social control as argued by Sampson et al. (1997), the act can be viewed as a form of social capital. Therefore, the varying dynamics by which social capital functions have a direct relationship with community Collective Efficacy.

Methods

This analysis uses a combination of expert interviews to obtain qualitative data on the social structure of the 14621 zip code area and census data at the zip code level as a quantitative measure of the social structural variables offered in the literature described above. Interviews with two community leaders were conducted. For the sake of anonymity their names will not be used. They will be referred to and the 1st and 2nd community leaders within the 14621 area. Both of these leaders live within the 14621 zip code and are active in organizations that function in the area. The interviews were conducted in mid October, 2010.

Expert Interviews

Geographic Distribution of Disorder

In speaking with the 1st community leader, it became apparent that the problems within the 14621 area were not distributed evenly across the entire 14621 area. This leader stated that there were particular areas that were “stress areas” and others that were “calmer”. In particular

the area north of Norton Street was highlighted as being a nicer, calmer, less criminally active region of the 14621 area. This region contains a heavier concentration of businesses and borders the suburban neighborhood of Irondequoit. When prompted, both of these were cited as possible reasons as to this location's lower rate of criminal activity.

In contrast to these "calm" areas were locations within the 14621 area that had higher rates of violence and delinquency. The 1st community leader described a grouping of streets in the central part of the 14621 area that looked like an upside down T. The 'tail' of the T is comprised of the arterial streets between North Clinton and Joseph Avenue running from Norton Street to Avenue D. The top of the T extends from Conkey Avenue in the West to the arterial streets to the East of Hudson Avenue and is encased by Avenue D in the North and Clifford Avenue in the South. The block section to the Northeast of and omitted by the T, the area surrounded by Norton Street, Hudson Avenue, Avenue D, Portland Street, was also considered problematic. The block to the Northwest of the T, surrounded by Norton Street, North Clinton Avenue, St. Joseph Avenue, and Avenue D, was omitted from the T because it was considered "calm" like much of the northern locations in the 14621 area. When prompted as to why this location was not considered to have the same sorts of problems as the other locations, the leader stated that this location had numerous block clubs and was more organized.

Stating that in general the "T" was a notable "stress area" in the 14621 area, this community leader stated that other pockets of problems existed as well. In particular the leader highlighted the divide between Ernst Street and Durnan Street. Though these two streets neighbor each other, they were described as having significantly different levels of problems. Ernst street was considered a good street and Durnan street was considered a stress area. In explanation of why these two streets differed so significantly despite their geographic proximity, the 1st community leader explained that the residents on Ernst Street shared a phone tree and were more socially organized. This leader qualified this by stating that when a stranger would enter one end of the street the residents at the other end would know of the driver's presence before they reached the end of the road.

Social Structure of the 14621 Area

When asked if the 14621 area in general was willing to work together, the 1st community leader stated that civic engagement in the area was very low. When prompted to quantify civic participation the leader stated that less than 30% of the community was "willing to put in the work required." When asked if there were particular groups in the area that more civically active than others, the leader stated that, consistent with both social disorganization theory and the notion of collective efficacy, areas that were more impoverished and more densely populated were less likely to be social organized, and thus less likely to be civically active. As a non-exhaustive explanation of this lack of civic engagement, the leader argued that, (a) people felt that they were owed something from society, and (b) there was a lack of leadership in the area. When prompted, this leader stated that the phrase 'feeling of entitlement' fit his description fairly. The leader argued that many people in the 14621 area wouldn't do much "above and

beyond” if they felt others should do it for them. In regards to leadership, few people seemed to want to stand up against the hassles of neighborhood scrutiny and the ever-looming fear of violent retribution, particularly when they felt they were owed a debt from society. Without these resident leaders as modes of facilitation, who in essence act as informal community organizers, it becomes exceedingly difficult for community members to, as Sampson and Raudenbush (1989) put it, come to understand collective community goals and desires. In addition to areas of low socio-economic status and high population density, the 1st community leader offered that locations that had managed to create a collaborative working group, typically in the form of block clubs, were more likely to be socially organized and labeled a “good” location.

In response to the notion of working together, the 2nd community leader stated that generally, residents seemed to want to work together. However, this collaborative effort was most often directed to a specific issue that affected a person directly. The 2nd community leader offered that an issue localized to a particular street block would engage the local residents for a period of time. The collaboration would cease with the problem, or, hypothetically, if the solution became beyond the reach of the residents. Issues such as a drug dealer that appeared on the street or a loud barking dog at a neighbor’s house were offered as examples of localized issues, whereas poverty rates or general 14621 area housing stock would be considered more general issues. These general issues were said not to spur the same level of collaboration as specific localized issues. When prompted, this leader stated that the size of the issues didn’t seem to matter in regards to prompting collaboration.

Consistent with the notion of “good” streets offered by the 1st community leader, the 2nd community leader argued that there were “cooperative” streets in the 14621 area. These streets were identified by; (a) a sense of cleanliness and property maintenance, (b) an understanding within the surrounding community that there existed a general sense of caring on the street, (c) a public show of “cordial behavior” and other forms of social interaction, and (d) an increased level of surveillance on the street. These “cooperative” streets were argued to be known to many delinquents in the 14621 area to the extent to which these delinquents wouldn’t enter the street. This community leader offered that the “cordial behavior” portrayed on the cooperative streets acted as a public expression of the strong social networks on the street, even if the *actual* social networks between the streets’ residents were weak. Acts like having a conversation on the street with ones’ neighbor would be an example of this. The benefit of this “cordial behavior” offered by the 2nd community leader was that delinquents in the area would come to think that a general sense of caring existed in the street and avoid it, even if the more formal benefits of local social networks, block club or neighborhood association participation and collective action, were not taking place.

Specific to Sampson and Raudenbushes’ (1989) concept of ethnic heterogeneity, the 1st community leader offered both supportive and conflicting evidence. Contrary to the notion that diversity in areas mitigated social organization, this leader stated that in locations where culturally similar groups were clustered geographically, conceptually similar to small enclaves,

ethnic similarity seemed to help create bonds and facilitate collective action. This leader argued that this was evident in the heavily Latino community in the Flower, Lill, Radio, and Treyer (FLRT) block club. However, the 1st leader also stated that cultural diversity within a location could complicate the creation of local friendship networks, consistent with the argument made by Sampson and Raudenbush. It's possible that the concentration and distribution of culturally heterogeneous residents in the various locations within the 14621 area can account for this difference. In regards to the strength of the influence cultural differences within a community had on that community's social organization, the 1st community leader stated that "in the end, [organizing] is more about individual people and [individual] leaders than [it is] about cultural differences."

The 2nd community leader offered a similar argument in regards to cultural diversity within the 14621 area. This leader argued that cultural similarities within a particular area would potentially strengthen the bond of those residents. This leader also stated that cultural dissimilarity didn't have much of an affect on social networks more so than other social factors within the 14621 area. It was argued by the 2nd community leader however that the extent to which residents engage in collective group activities may be jeopardized by language barriers. This leader offered that participation in church activities was often determined by the presence of Spanish spoken mass. This was offered as an explanation of the loss of many of the local 14621 churches, including a community icon in the Saint Michaels' church, which act as facilitators to community social interaction in the area. Considering the large proportion of Spanish speaking residents in the 14621 area, the idea that language barriers can mitigate social interaction and collaboration across culturally different groups could be a significant issue.

I prompted the 1st community leader to offer the extent to which an average community member knew his or her neighbor. This leader stated that on average, residents knew their neighbors. However, this relationship rarely went beyond simple recognition that an individual lived nearby and the occasional hello. This leader qualified this by stating that these types of strong Sampsonian local friendship networks existed far more so in the 1960's than today. According to this community leader, the practice of "barbequing at my place tonight and your place tomorrow" was something that rarely, if ever, took place in the 14621 area.

The 2nd community leader argued similar points, stating that the extent to which people knew their neighbors differed by location. These locations were defined by the proportion of homeowners in the area. In addition to homeowners, long term renters were argued to know their neighbors to a greater degree. In general, long term renters, those that stayed in a particular community over a longer period of time, were argued to share the same properties of investment in their community as those who owned property.

In regards to reciprocated exchange of social capital, providing services for friends or neighbors, the 1st community leader stated that this type of service transfer was rare. Only in situations of relationships between immigrant cultural minorities did this type of social capital transfer take place on a regular basis. It was argued that people of a similar cultural minority, even if they didn't live adjacent to one another, would know of each other and assist each other

when necessary. In situations other than this, the mentality was argued to be “people shouldn’t help each other.” An intense sense of individualism seemed to reign over the 14621 area. This individualism wasn’t confined to ‘I shouldn’t have to help him or her’; it went so far as ‘*You* shouldn’t be helping him or her.’ Offering an example, the 1st community leader explained times when they would attempt to pick up trash or mow the lawns of adjacent properties. Other neighbors from the street would stop and ask “Why are you mowing *his* lawn? It’s not *your* property.” This leader offered that other residents had a limited sense of collective life in many of the locations in the 14621 area. As a possible explanation for this hyper-individualism, the leader offered that a level of resentment was created when a resident saw another community member ‘rate-busting’, or going above and beyond the socially normative level of effort.

The 2nd community leader argued a different view of reciprocated exchange in the 14621 area. This leader stated that on a scale of 1-5, one being few and five being many residents, that the 14621 area fell at about 4.5 in regards to the number of residents that exchange favors for each other on a regular basis. This type of exchange was particularly pervasive in areas with a large proportion of owner occupied housing. This leader stated that tenants would engage in this type of behavior less so than owners, but offered that areas with a large proportion renters still fell in at about a 3.5 on the 1-5 scale. To qualify this, the 2nd community leader stated that the 14561 area was generally an “open and helpful place.”

Social interaction was something of a rarity in the 14621 area. Similar to the Barbequing reference offered by the leader, few people participated in group activities. Both leaders stated that few people participated in block clubs or neighborhood associations, or recreational or organized sports activities. In theory, these types of interaction would increase the number of and strengthen social networks within a community, thus facilitating the benefits of collective action.

The 1st community leader argued two causes for this lack of interaction. Firstly, there are few activities that facilitate this type of social interaction in the 14621 area relative to other communities. Particularly, there are few community functions that would facilitate this type of interaction *local* to residents in the 14621 area. Secondly, it was argued that residents do not have access to convenient transportation to travel any distance to participate in these types of activities in the absence of local activities. Thirdly, people are generally too afraid of crime in their location to walk to activities. This carried over to the families of residents in the 14621 area, meaning that youth are less likely to be allowed to walk to an activity that might facilitate social interaction because of their parents’ fear of violent crime relative to other neighborhoods. There were locations in the 14621 area that did have localized activities. The leader described the Conkey and Clifford location as having a pocket park that was used by residents. This area also held events with live music, further facilitating the creation of social networks.

A distinction between formal and informal participation in group activities was made in the interview with the 2nd community leader. Formal participation in group activities, block clubs and neighborhood associations, were rare. The 2nd community leader did offer, however, that the number of residents participating in these formal group activities was increasing. With

the help of the Greater Rochester Health Foundation, funding and grassroots organization were both increasing the formal organizational participation in the 14621 area. However, this community leader argues that these types of grassroots initiatives were considered “fluffy” by funding agencies and therefore lacked adequate capacity to make significant inroads in regards to formal organizational participation in disadvantaged communities. When prompted, this leader argued that funding and project organizers would have to come externally from the 14621 area in order to “do the legwork required” to put together grassroots initiatives with capacity to create change.

Informal group activities were somewhat more common in the 14621 area according to the 2nd community leader. Churches were highlighted as a major forum for relationship creation and strengthening. This, as discussed above, is limited because of language barriers and the removal of churches in the area. The removal of Saint Michaels Church from the 14621 area, as noted above, was offered as a rallying point of sorts for the greater 14621 community. This may act as a catalyst for the creation of collaborative action. However, as was argued by the 2nd community leader earlier, any such collaboration would likely dissipate after the issue itself is settled. In addition to church groups, the 2nd community leader stated that there were a large number of senior groups in the 14621 area, many of these being cultural in nature.

In regards to informal intervention into crime on behalf of other residents or the community as a whole, both the 1st and 2nd community leaders responded that, consistent with the lack of reciprocated exchange in the 14621 area described by the 1st community leader, that unless the offense was directed at a particular resident, that that residents often would not intervene. Even if the offense was targeted at the resident, they would only “maybe” intervene. There was an indication that the seriousness of the crime would influence whether or not an individual would intervene. The more serious the offence, flashing a weapon as opposed to selling drugs in an open air drug market, the less likely that a resident would intervene. The 2nd community leader stated that people were both afraid of retribution and, at least to some degree, apathetic to the problems in the neighborhood. In regards to reporting crimes to the police, the 2nd community leader stated that people were afraid that police would shoe up at their home, indicating to the neighborhood that they had “snitched” to the police. Also, it was argued that because of the slow police response time, community residents in the 14621 area often would not report crimes to the police.

The 2nd community leader offered an anecdote that described some of the difficulties of reporting crime in urban neighborhoods. This leader stated that when at home there would be groups of kids that would play outside. These kids would engage in activities like play fighting or scream aloud to one another. This leader stated that every other night or so screams could be heard outside. These screams were attributed to the normative behavior of youth playing outside. After a few days this leader took notice of where the screams were coming from. This leader noticed that walking on the street was a couple, the boyfriend striking the girlfriend. The 2nd community leader realized that the street was a common thru-pass from a local community organization and that this couple had been walking the street and fighting for the past week. The

leader offered this as an example of the muddled situations in which residents who report crimes are often in. Often residents have to determine if youth “hanging” on the street are dealing drugs or walking home from school. In an urban neighborhood, where people, particularly youth, often walk from place to place or “hang” outside on a regular basis it can become difficult to determine when criminal acts have taken place.

When asked about the notion argued by Sampson et. al. (1997), that tenants lack investment in the community compared to homeowners, the 1st community leader struggled to find a phrase that adequately described the lack of investment, stating “I’m not sure lack of investment is the right term. How do I describe this to you? They really just don’t care.” This leader went on to say that many tenants would often degrade the property at which they lived without regard to its appearance. Some tenants would “punch holes in the walls” or “not take care of their lawns.” In regards to social participation, the tenants were described as going to work, coming home, and shutting themselves out from the community.

Constantly throughout the interview with the 1st community leader, and with the 2nd community leader but to a lesser degree, tenants were seen as a large mitigating factor to the social organization of the 14621 area. Seeing as how renters constitute over 70% of the population in the 14621 zip code, and representing an even high proportion when excluding the Irondequoit section of the zip code, problems created by tenants in the area would have a significant affect on the social structure of the 14621 area.

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Census Data

The analysis seeks to characterize the neighborhood within zip code 14621. Included in the analysis for the purpose of context are census data from zip codes 14580, 14619, and 14608. Additionally, data from New York State as a whole are included, highlighted in green where possible. Zip code 14580 encompasses the town of Webster; zip code 14519 includes what is commonly referred to locally as the 19th ward; and zip code 14608 includes the Jefferson Avenue and Lyell Avenue areas.

Demographic Information

Figure 1 shows the racial and ethnic composition of zip code 14621 as compared to the other zip code areas in the analysis. Note that within the figure that the Hispanic category is not mutually exclusive from the Caucasian and African American categories, meaning that individuals within the data could be reported as both Hispanic and Caucasian or as both Hispanic and African American. Figure 1 shows that zip code 14621 is arguably the most racially and ethnically diverse area of those shown in the analysis.

Figure 1

Racial and Ethnic Distribution (2000)

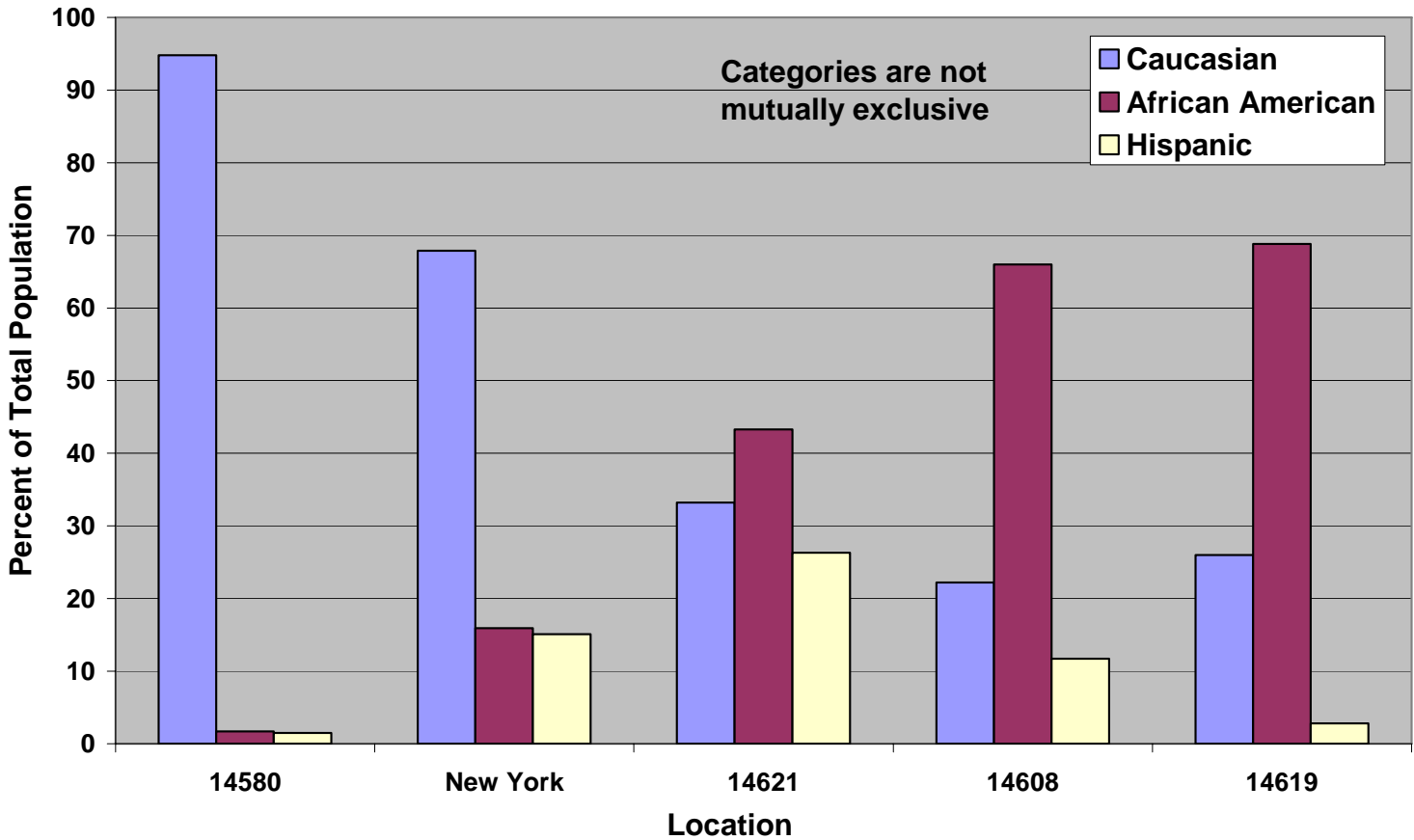


Figure 2, figure 3, and figure 4 show the gender and age distribution of zip codes 14621, 14608, and 14580, respectively.

Figure 2 (14621)



Figure 3 (14608)

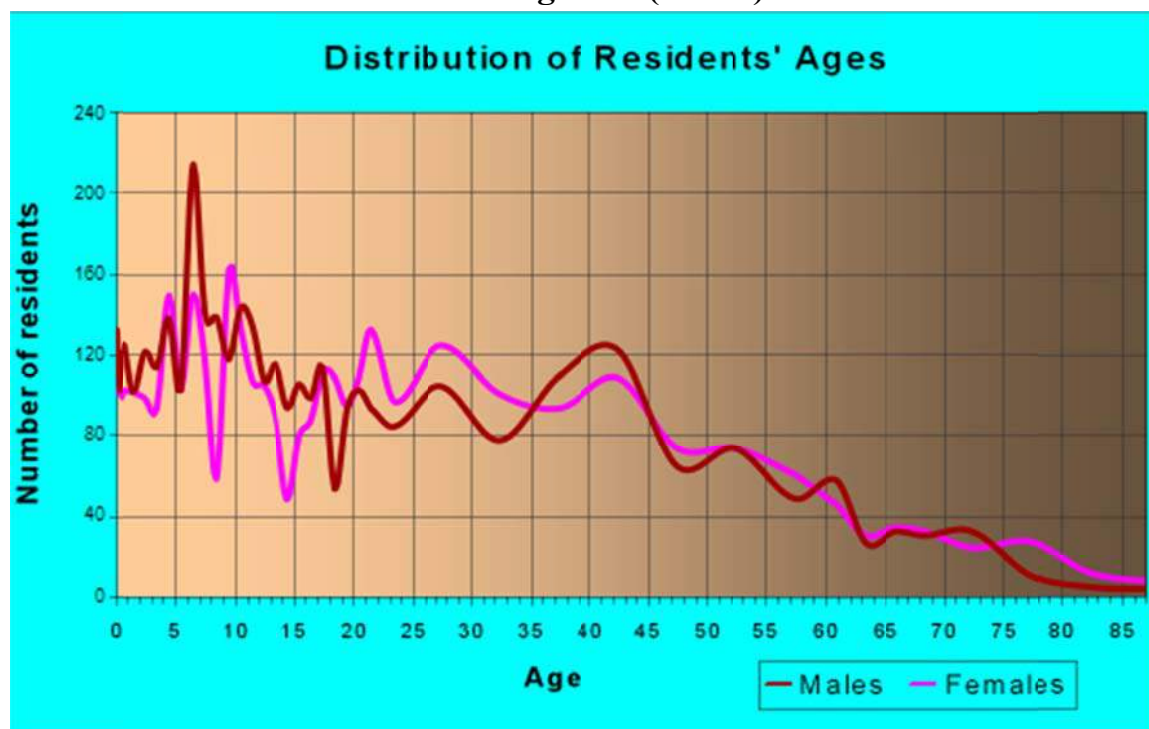
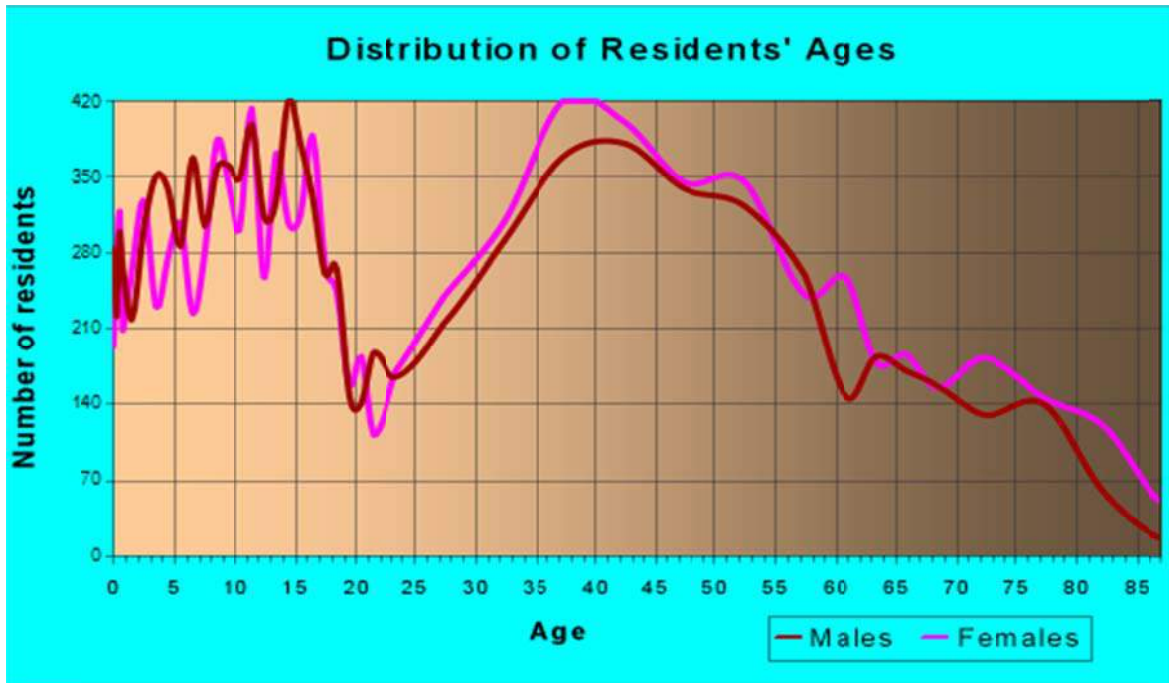


Figure 4 (14580)



It can be seen when comparing figures 2, 3, and 4 that there are significant differences in the distribution of gender and age across the three communities. This difference is most apparent when comparing the 14580 neighborhood to the both the 14608 and the 14621 neighborhoods. The 14580 neighborhood has an abundance of children age 15 and younger, relatively few 18-24 year old 'college aged' people, more parent aged people, and then fewer older residents. Much like the 14580 neighborhood, both the 14608 neighborhood and the 14621 neighborhood have many youth and few 18-24 year old people. However, converse to the 14580 neighborhood, both the 14608 and 14621 neighborhoods have few parent aged people relative to the number of children within the neighborhood. About half of the residents in the 14621 area are under the age of 18. When considering the dynamics of both guardianship and parental socialization, this disparity can have considerable consequences in regards to community social control.

Economic and Social Characteristics

Figure 5 shows the median household income for the five neighborhoods in the analysis. All three Rochester neighborhoods fall below the New York State Median. Most distressing is that the 14621 and 14608 neighborhoods are less than half of the State median. The 14621 neighborhood median income is about one-third that of the 14580 median.

Figure 5

Median Household Income (2008)

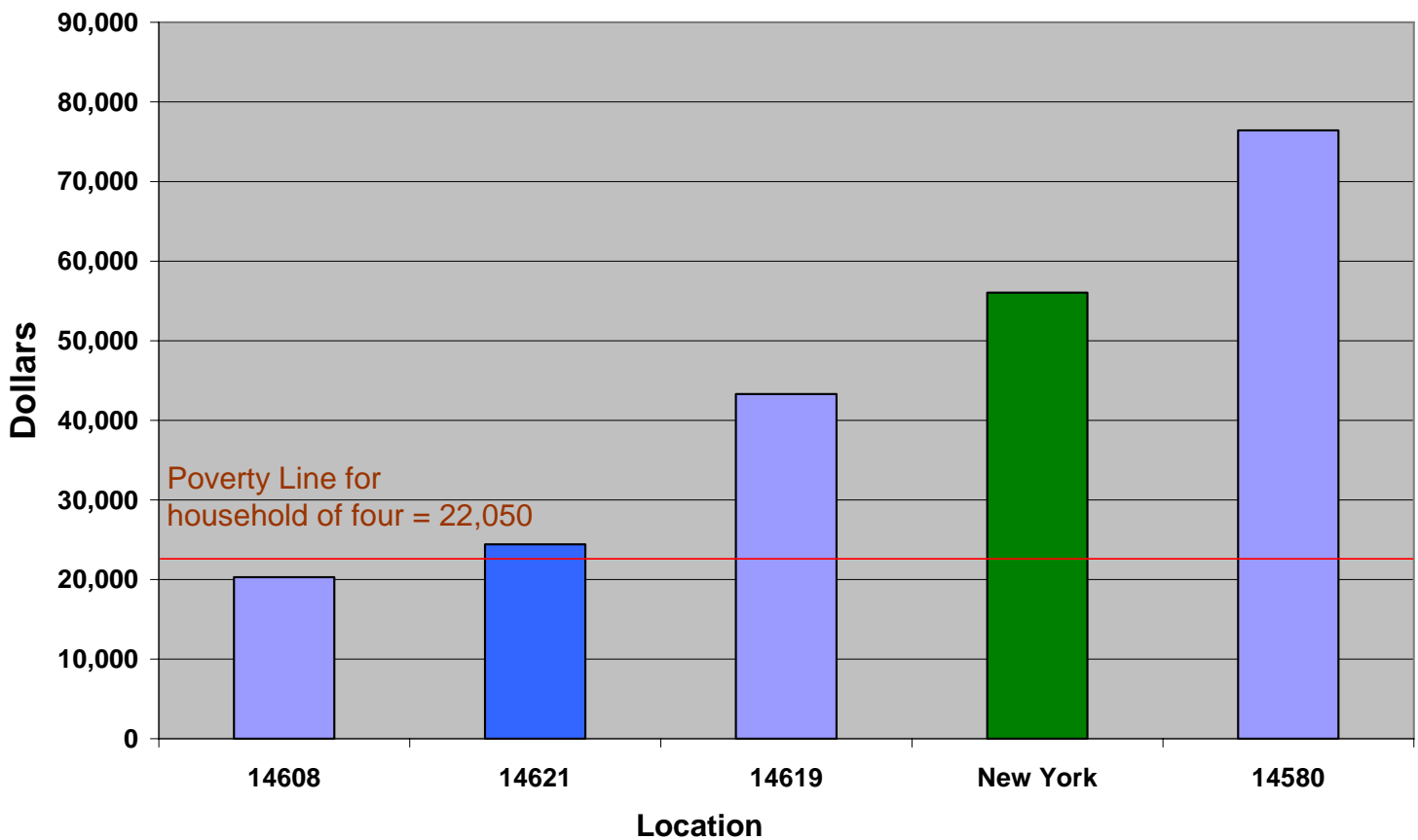


Figure 6 depicts the percentage of residents that have an income below the poverty line in each of the five neighborhoods in the analysis. The percentage of resident within New York who lived on an income below the poverty line was 13.6% in 2008. The percentage of resident within the 14621 community who lived on an income below the poverty line in 2008 was just under three times that of the state as a whole, at 36% of residents.

Figure 6

Percent of Residents with Income Below Poverty Line (2008)

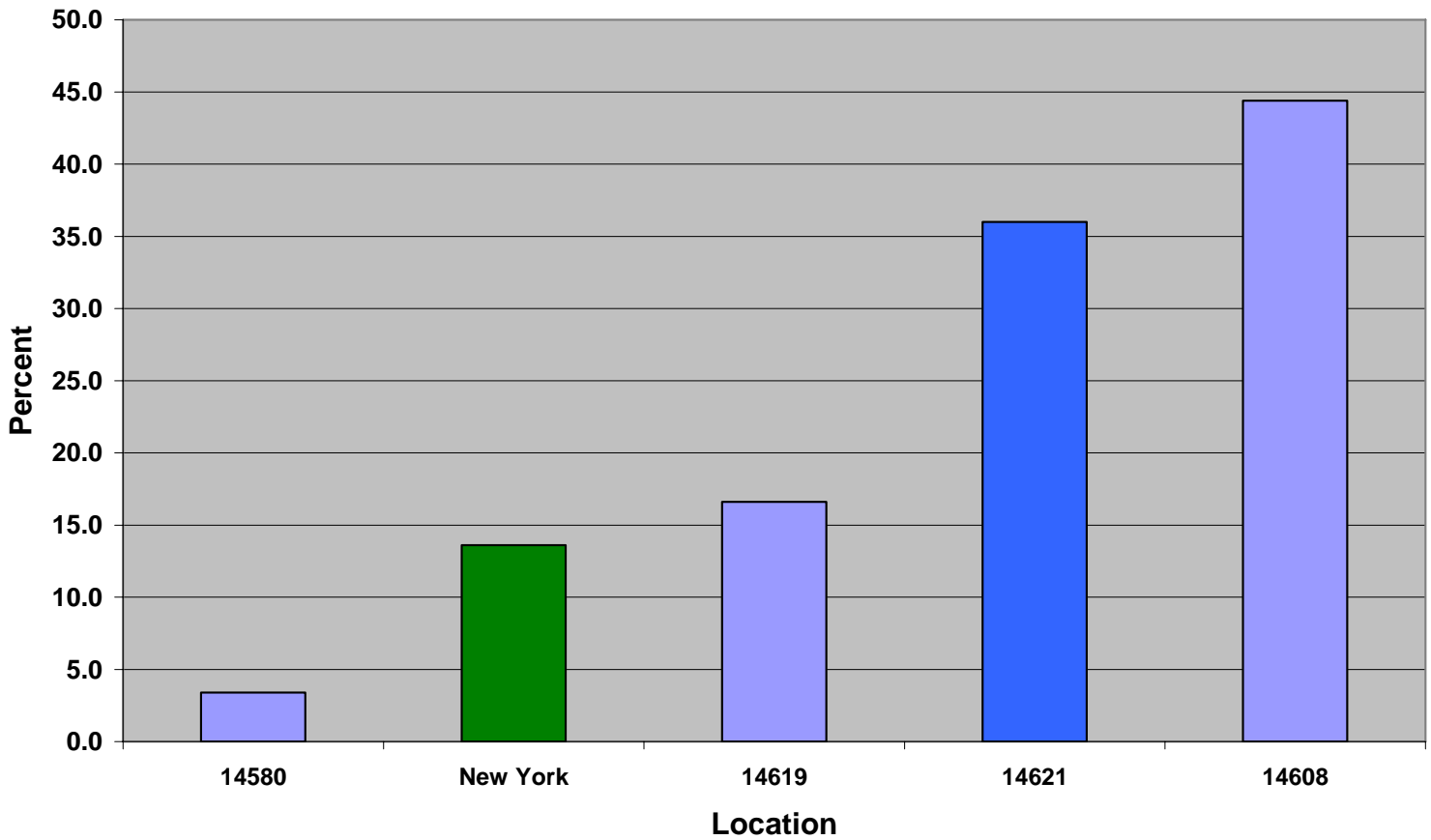


Figure 7 is a representation of the percentage of people working within the five neighborhoods in the analysis. The proxy 'in the labor force' was used in the place of reported unemployment rates because of the tendency unemployment rates have of failing to capture those who are willing to work but who have become disenfranchised with the prospects of finding employment. In the figure, the 14621 neighborhood had the smallest proportion of its residents in the workforce of the five neighborhoods in the analysis. Furthermore, the 14621 neighborhood reports about ten percent more of its eligible labor force as not working than does New York State as a whole.

Figure 7

Percent of Residents Age 16 and Older in Labor Force (2000)

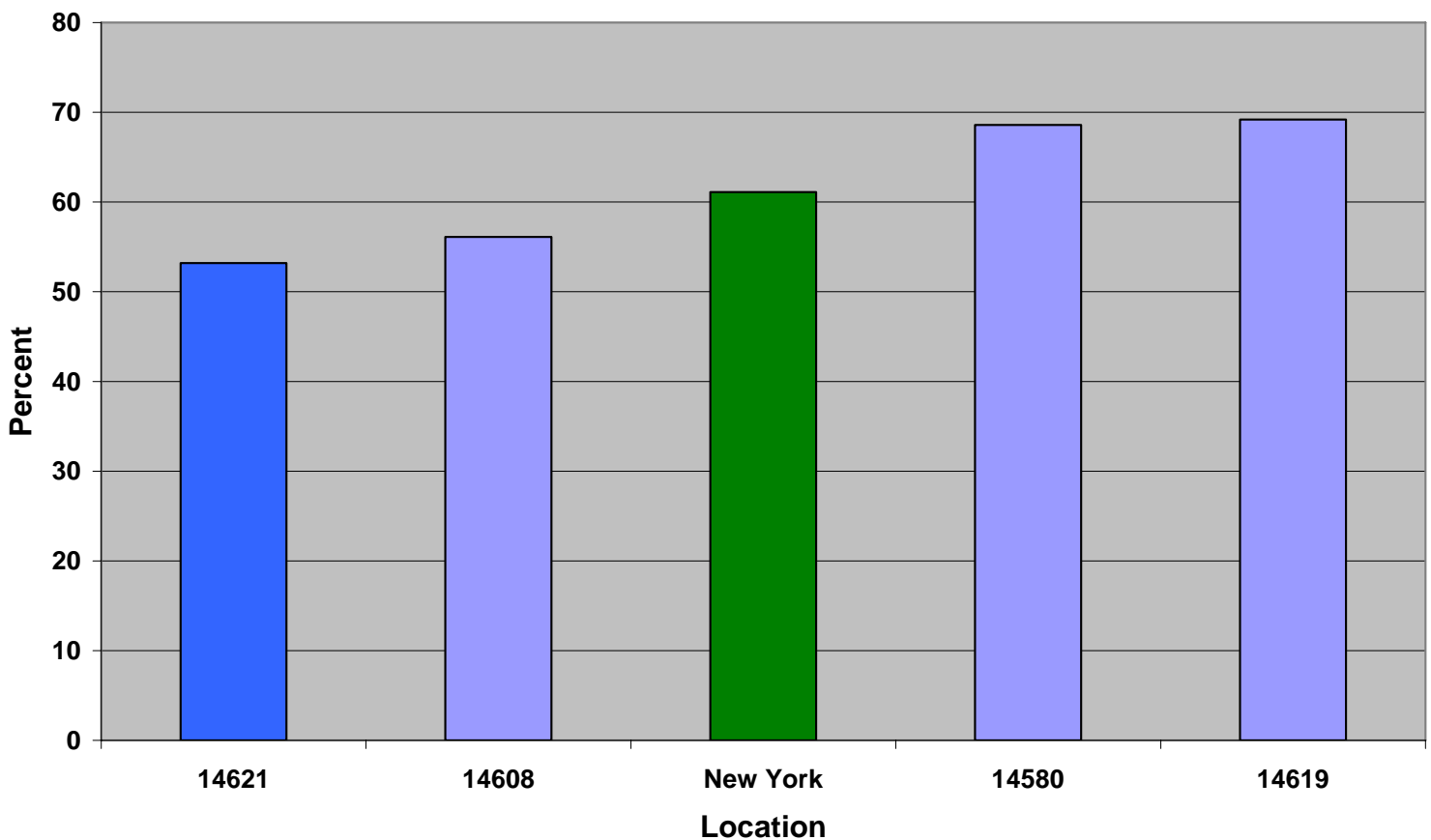
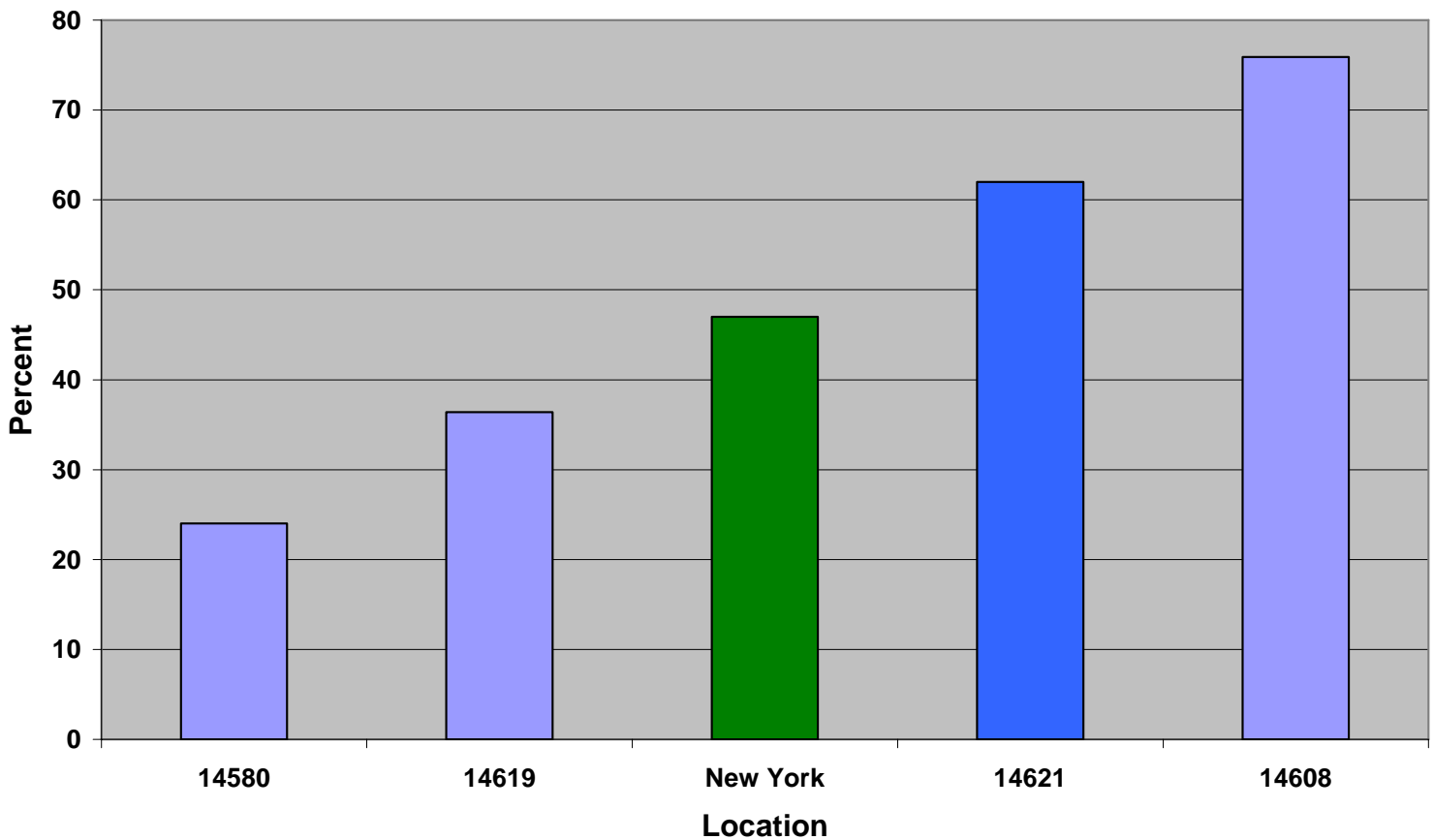


Figure 8 shows the percent of all residences that rent their property in these five areas. The 14621 and 14608 neighborhoods have significantly more residences that rent their property than does New York State as a whole.

The key conceptual framework in regards to home owners and renters living within communities, as discussed earlier, is derived from research on collective efficacy. This research argues that people who own their homes or who rent long term in a neighborhood are more likely to have a stake in that neighborhood's well being. They are also more likely to intervene on the neighborhood's behalf, have strong ties to neighbors, and therefore share social capital and other more tangible resources with those in the neighborhood.

Figure 8

Percent of Households that Rent

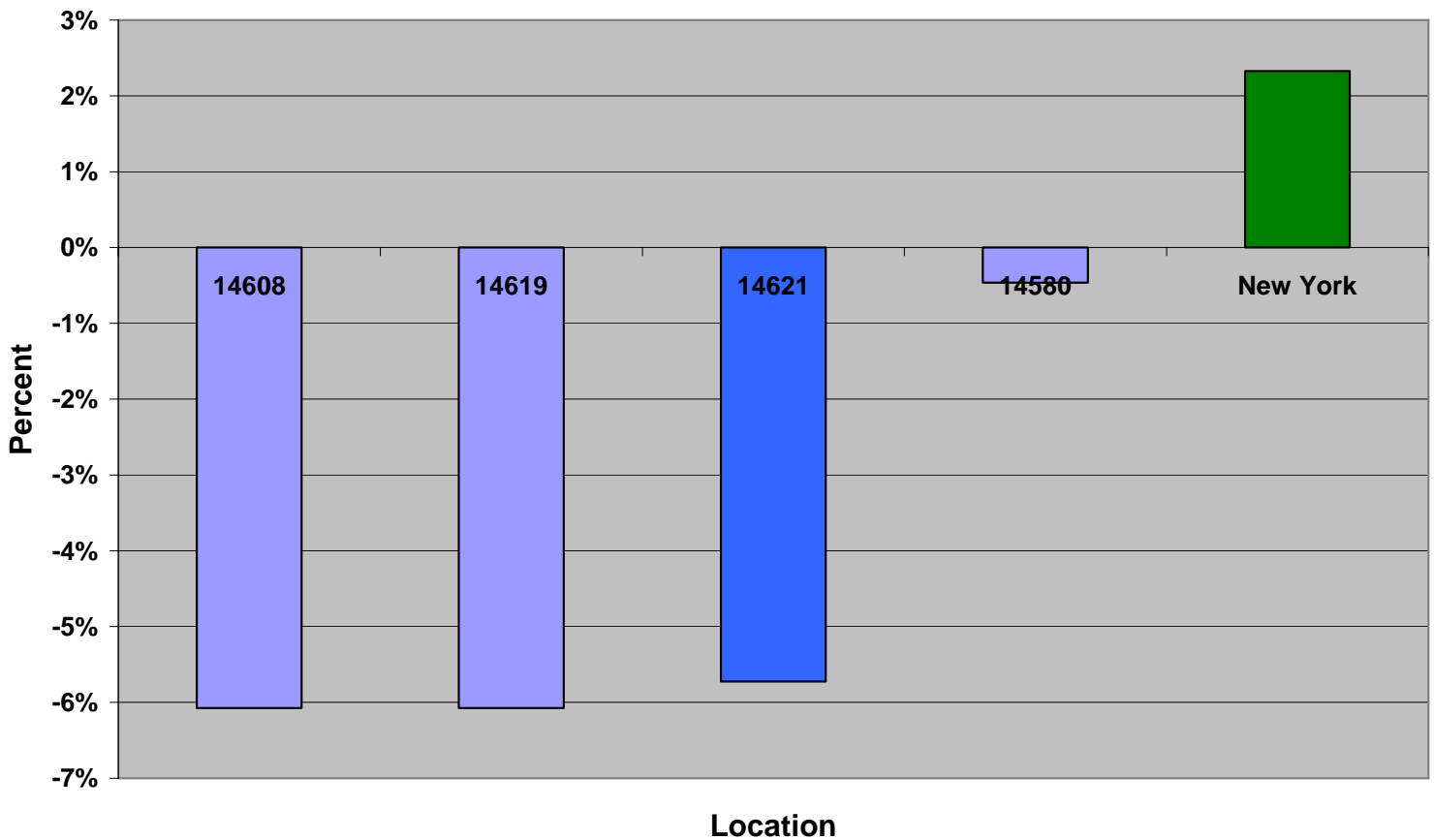


The one piece of information that figure 8 does not tell us is whether or not these renters are long term renters who are invested in their community or transient renters who move from place to place on a semi-regular basis.

Figure 9 examines the change in population among the five neighborhoods in the analysis. Where New York State as a whole saw a population increase from 2000-2008, all of the other neighborhoods in the analysis saw a decline in population. Additionally, the three urban neighborhoods saw a significantly greater decline in population than did the suburban 14580 neighborhood.

Figure 9

Percent Change in Population from 2000-2008



Discussion

Social Networks among Community Residents

Literature on the social organization of neighborhoods argues that the number and strength of the connections between residents in a community has a significant affect on that community's ability to regulate crime. This research argues that the more that residents interact with one another and attend community functions, the more residents in a community will come to understand commonly held values shared with their neighbors about their neighborhood. These relationships lead to trust, cohesion, and eventually, under the correct circumstances, collective action.

A few topics were discussed during the community leader interviews regarding social networks among 14621 residents. Firstly, references to high rates of residential mobility were common in both of the expert interviews described above. These references are supplemented by the census data shown in figures 8 and 9. The 14621 area has a significant number of renters, upwards of two-thirds of the entire population. The 14621 area also has seen a steady decline in population over the past eight years. These factors have a significant influence on the social dynamics of the 14621 area as a whole, as they function to weaken the potential of neighborhoods within the 14621 area to create and maintain lasting and powerful social networks among residents.

As is argued in the literature described above, the creation of these social networks leads to the transfer of social capital, increased cohesion among neighbors, and the increased capacity of a neighborhood to acquire funding or requisition increased police presence. In the absence of these social networks the neighborhoods in the 14621 area has had a challenging time realizing common goals and thus acting collaboratively to face commonly shared adversity. For the communities in the 14621 area to become and remain viable and sustainable, the social dynamics accentuated by the presence of a large number of short term renters must be addressed. See **Recommendation # 7** in the Recommendations section at the end of this report for a discussion of strategies regarding residential mobility and its affects on community social networks.

Secondly, the implications of concentrated disadvantage were discussed in the interview with the 1st community leader. Figures 5, 6, and 7 offer some valuable insight into the economic situation of the 14621 area. Proponents of community organization argue that when a small number of disadvantaged residents are evenly dispersed throughout a larger community that has strong social institutions and a significant amount of resources, that the effects of that disadvantage will in part be mitigated by the community's ability to share resources among its residents, leading to an overall community that is healthy, vibrant, and reasonably organized. In the case of an area that has concentrations of economically disadvantaged residents that live in close proximity to other economically disadvantaged residents, very little resource sharing

among residents can occur. Though this can be a particularly difficult and polarizing issue to face in American society, steps should be taken to better understand and influence policy that influences the grouping of economically disadvantaged citizens. See **Recommendation # 8** in the Recommendations section at the end of this report for a discussion of strategies regarding the effects of concentrated disadvantage on communities.

Thirdly, both community leaders discussed to some extent the notion of an understanding of ‘community’ among residents in the 14621 area. Specifically, the first community leader offered that the residents in the area were very individualistic, and felt a very limited sense of connection to neighbors. Thus, creating a community institution that involves all residents within the 14621 community would create shared responsibility and cohesion among the area’s residents. It is because of this that the reintroduction of community schools into the 14621 area would be beneficial. Community schools will create a commonality among residents, returning a sense of community and investment within local Rochester neighborhoods, including those within the 14621 area. Furthermore, they will facilitate the social interaction of neighbors within the boundaries of the community schools. With the futures of their children at stake, residents will have a greater capacity to organize to deal with common problems with their community schools. The relationships created among residents while problem solving issues related to community schools will in part carry over in the form of increased potential to form block clubs, desire to attend community meetings, and increased feelings of trust and cohesion. See **Recommendation # 9** in the Recommendations section at the end of this report for a discussion of the reintroduction of community schools.

Community Capacity in the 14621 Area

The notion of community capacity was something that wasn’t discussed explicitly in either of the community leader interviews. It is however, something of importance in regards to community functions. In this context, capacity refers to the ability of the 14621 area to affect change. It applies to both the public level, e.g. the ability of the neighborhood to influence decision makers and acquire funding, and the private level, e.g. the capacity of neighbors to share resources. Three primary topics rose to the surface during the community leader interviews and my examination of the 14621 area. These three topics form integral parts of the 14621 area’s community capacity.

Firstly, the identification and development of leaders within the communities of the 14621 area is necessary. Local residents that lead block clubs are all integral to developing trust and cohesion among residents, similar to that seen in the phone tree example on Ernst Street provided by the 1st community leader or the ‘cordial behavior’ described by the 2nd community leader. The identification of long term and enthusiastic community leaders becomes exceedingly difficult in areas of high residential turnover, a large proportion of tenants, and that have high residential fear of crime. See **Recommendation # 10** for a discussion of the internal development of 14621 community leadership.

Secondly, Collaboration between the significant number of community organizations in existence in the 14621 area would bolster the 14621 area's overall capacity. The 14621 area has a significant number of organizations, 25 of them being community oriented block clubs. These community organizations, however, communicate to a limited extent. Increased communication between the organizations should help in the development of cohesion and mutually held goals for the 14621 community as a whole, and will strengthen the 14621 community in the eyes of external funding sources, leading to an increased capacity for the 14621 area to develop areas for housing, undergo beautification projects, incentivize businesses to enter the community, and etc. See **Recommendation # 11** in the Recommendations section at the end of this report for a discussion of strategies regarding increased communication between community organizations.

Thirdly, internal leadership development and organizational collaboration only for the first two legs of the community capacity stool. For communities like those within the 14621 area to maximize their capacity they must also identify and develop strong relationships with external leadership. The capacity of a neighborhood to secure resources from outside of its borders requires the development of strong social networks between community representatives and government and not-for-profit leaders who control the allocation of funding across larger regions. The ability to request an increased presence of Crime Prevention Officers from the Rochester Police Department, secure funding for an economic development plan from the Federal Government, or encourage the City of Rochester to develop and then sell housing in particular areas in an attempt to increase and concentrate homeownership are all subject to the strength of these networks. See **Recommendation # 12** in the Recommendations section at the end of this report for a discussion of strengthening relationships with public institutions and leadership.

Chapter 2: Crime analysis

Primary: Peter Tran

Secondary: Christian Isaac

The Objective:

Crime analysis draws the bridge between crime, place, and other significant factors that may prove valuable in intelligence gathering and research in crime. It employs powerful analysis to determine patterns, geographical location, spatial aspects, and theories that may influence the prospect of crime; these are the goals of crime analysis of 14621.

The Geography:

Zip Code area 14621 encompasses the upper northeast part of Rochester with NYS Route 104 partially dividing it. It is separated by the northwest section of Rochester by the Genesee River. North Clinton Avenue, Hudson Avenue, Portland Avenue, Seneca/ Joseph Avenue, Carter Street, and St. Paul Street are the primary streets that run vertically throughout 14621. Norton Street and Clifford Avenue are the primary streets that run horizontally through the middle of 14621. Rochester general hospital is located on the upper east side of area 14621. There are also 11 schools within 14621; two of which are junior- senior high schools. There are also many police cameras throughout the area, mostly around busy streets and business areas such as corner stores, pawn shops, and plazas.

Crime and Quality of Life

In many social science studies, the quality of life issues with environmental design of different neighborhoods are heavily examined. Researchers believed that environmental aspects of a neighborhood will contribute to the frequency and trends of crime. Before we examined the correlation of environment and crime, it is imperative to comprehend the other factors that shape the environment. For instance, history of immigrant influx, economic transformation, social behaviors, and other factors play a specific role in shaping the structure of a neighborhood. According to White and Sutton (1995), “ The shape of a city is literally in the hands of those who wield economic and political power, and this in turn has had major implications in terms of housing, community services, transport, pollution, schools and general amenities for different sectors of the population”, (p. 84). With the history of location in mind, we can determine how things came about; neglect of housing, maintenance, collective efficacy, and law-abiding behaviors are factors that contribute to the appearance of a high-crime neighborhood. Crime-control techniques such as Crime Prevention Through Environmental Design (CPTED) and situational crime prevention are environmental improvement strategies that identify crime through broken windows, routine activity, and rational choice theory.

Broken Windows Theory

According to Xu et. Al. (2005) “Broken windows theory suggests that widespread physical and social disorders in a community break down the existing system of informal social controls and the mechanisms regulating social interaction” (p. 148). Broken windows emphasizes that the “physical and moral decay of the community leads to increased criminality”, (Xu et. Al., 2005, p. 173). Poorly maintained structures that contain certain features such as graffiti, broken windows, litter, and other display of public debris creates a perception that there is environmental negligence; therefore, opportunity and consent for criminal behavior arises as perception of environmental negligence increases. The emergence of beggars, vagrant, and prostitute may soon be prompted in the area, as well as criminals such as drug dealers, pimps, and burglars. According to Herbert (2001), if the indicators of neighborhood decay lead to residential withdrawal, the attraction of more serious offenders to these locations will accelerate the cycle of neighborhood decay (p.449).

There are huge controversies over the correlation between the physical decay of a neighborhood and increased criminality. Xu et. Al (2005), stated that, “Broken windows theory is based on a recurrent, pervasive, and ubiquitous dichotomy between, for example, order and disorder, law-abiders and criminals, and so on (p. 155). They argue that “The category of the disorder is itself a reality produced by the method of policing. Order-maintenance policing helps create the category of the disorderly and, therefore, the subjects of the category, the disorderly people, which in turn reinforces the policing strategy” (Xu et. Al, 2005, p. 155). They criticize the broken window theory on a theoretical standpoint because there wasn’t a major change in crime frequency due to the existence of infractions in NYC; infractions such as public urination and turnstile jumping existed way before the increase or decrease of crime (Xu et. Al, 2005, p. 155). Even though this weakness of broken windows theory was identified, the strategic approach of Crime Prevention Through Environmental Design (CPTED) was developed to address the premise of broken windows theory and environmental influences over crime.

Routine Activity Theory

The focus of routines activity theory is “ The probability of being a victim of crime increase with the convergence in space and time of three factors, motivated offender, suitable targets, and the absence of capable guardians”, (Kennedy and Barron, 1993, p. 92). However, offenders can be controlled by other people such as handlers while location can be occupied by managers; these factors will decrease the probability of crime. Routines activity theory also emphasizes on certain locations that has a high risk of crime and victimization because of the likelihood of retaliation and association with other offenders; for example, assaults in bars and bus stops. According to Kennedy & Baron (1993), “Offenders are ideal targets because they can be victimized with impunity. “Offender victims” are less likely than “nonoffender victims” to report to police in fear of implicating themselves. Further, if they do report their victimizations, offender victims may have less credibility with the police than those victims without offending histories”, (p. 93). Therefore, offenders are likely to be a victim of a crime by other offenders. Finally, Kennedy & Baron (1993) notes that criminal behavior and delinquent lifestyle is a matter of rational choice or personal decision making (p. 93). “ Law-violating behavior occurs

when an offender decides to take a chance violating the law after considering his or her own personal situation (need for money, learning experiences), personal values (conscience, moral values, need for peer approval) and situational factors (how well the target is protected; whether people are at home, etc.)”, (Kennedy and Baron, 1993, p. 93).



Source: Casady, (2008)

Rational Choice Theory

Similar to routine activity theory, rational choice theory is based on the offender's perspective in committing crime. According to Mehlkop and Graeff (2010), a person commits a crime in order to maximize their own benefit and minimize their costs (p. 191). They stated that criminals are not different than anyone who has basic motivations; criminals just have different cost and benefits when it comes to certain desires (Mehlkop and Graeff, 2010, p. 191). Motivations for crime through rational choice theory are the gain of sexual gratification and dominance through rape; satisfaction of an immediate economic need through robbery or burglary; boast of reputation in a gang through assaults or shootings. Rational choice theory may also reveal the frequency and severity of crime if the crime is perceived as justifiable. For example, many youths may view piracy of illegal music downloads as justifiable because “everyone else is doing it” so the probability that a certain individual will be targeted for the piracy would be low. Certain crimes that are viewed as “minor” in a high crime neighborhood may give individuals the perception that gains from their criminal activity would be prosperous if the possibility of detection from law enforcement is low. Therefore, the frequency of these “minor” crimes could be widespread throughout a spatial location within the neighborhood. Examples of crimes that may be viewed as “minor” because it is common in a high-crime neighborhood are drug crimes and gang-related crimes. If gangs and drug offenses are common within that neighborhood, the frequency of these crimes may increase if the appropriate response is not implemented correctly. If the appropriate response is not implemented correctly, the crime may be escalated or displaced to a different area. Rational choice theory reveals the source of motivated offenders and if appropriate responses are not implemented correctly to deter these motives, escalation and displacement of crime may further increase the motives of offenders. Although rational choice explains the correlation of motivation for crime and crime frequency, it has many weaknesses to its theory.

One of the weaknesses of routine activity theory and rational choice theory is that they are only effective in identifying the motivation and possible occurrences of certain crimes. These two theories provide no suggestions about limiting motives for offenders. Question also arises if limiting motives in an area would decrease the chances of crime or would it displace criminal activity to a different area. However, the explanation of possible reasons why assaults may be more frequent at bus stops than other locations is a relevant start for crime prevention suggestions and research. Capable guardians, managers, and available targets are all factors that contribute to criminal behavior. Another weakness to routine activity theory and rational choice theory is that it assumes everyone thinks logically and takes every consideration when a crime is about to be committed, but when in fact some criminals do not think logically and may not see all the factors that may play out. According to Hayward (2007), "Other studies, such as psychology and sociology, argue that extra emotional or irrational factors are sometimes so powerful they seem to make traditional modes of rational decision inconceivable", (p. 237). Anger and other emotions are other factors that may heavily contribute to criminal activity; the failure to describe these factors is a significant weakness of rational choice and routine activity. Although, routine activity and rational choice theory have some weaknesses, it proposes ideas for a strategic response to decrease the motives for crime, which is situational crime prevention.

Situational Crime Prevention

Situational crime prevention (SCP) comprises multiple strategies that focus in the reduction of crime by manipulating the environment and situational influences (Lee, 2010, 263). Situational crime prevention was developed to address the issues from rational choice theory, that is crime occurs when situation and opportunity converges. However, situation and opportunities vary within a single crime type; for example, residential burglary of new home construction, coppery burglaries, commercial burglaries, and car burglaries. Therefore, the motive of criminal behavior explained by rational choice and routine activity theory are crucial in forming situational crime prevention techniques. Situational crime prevention is primarily formed by 5 situational modification techniques; increase efforts, increase risks, reduce rewards, reduce provocations, and remove excuses for the offenders. Each of these 5 techniques have 5 subsets of crime prevention methods to provide an even more detailed design to limit offender's decision for criminal behavior.

TWENTY FIVE TECHNIQUES OF SITUATIONAL PREVENTION				
Increase the Effort	Increase the Risks	Reduce the Rewards	Reduce Provocations	Remove Excuses
Harden Targets <ul style="list-style-type: none"> Steering column locks and immobilisers Anti-robbery screens Tamper-proof packaging 	Extend guardianship <ul style="list-style-type: none"> Take routine precautions: go out in group at night, leave signs of occupancy, carry phone "Cocoon" neighborhood watch 	Conceal targets <ul style="list-style-type: none"> Offstreet parking Gender-neutral phone directories Unmarked bullion trucks 	Reduce frustrations and stress <ul style="list-style-type: none"> Efficient queues and polite service Expanded seating Soothing music/muted lights 	Set rules <ul style="list-style-type: none"> Rental agreements Harassment codes Hotel registration
Control access to facilities <ul style="list-style-type: none"> Entry phones Electronic card access Baggage screening 	Assist natural surveillance <ul style="list-style-type: none"> Improved street lighting Defensible space design Support whistleblowers 	Remove targets <ul style="list-style-type: none"> Removable car radio Women's refuges Prepaid cards for pay phones 	Avoid disputes <ul style="list-style-type: none"> Separate enclosures for rival soccer fans Reduce crowding in pubs Fixed cab fares 	Post instructions <ul style="list-style-type: none"> "No Parking" "Private Property" "Extinguish camp fires"
Screen exits <ul style="list-style-type: none"> Ticket needed for exit Export documents Electronic merchandise tags 	Reduce anonymity <ul style="list-style-type: none"> Taxi driver IDs "How's my driving?" decals School uniforms 	Identify property <ul style="list-style-type: none"> Property marking Vehicle licensing and pars marking Cattle branding 	Reduce emotional arousal <ul style="list-style-type: none"> Controls on violent pornography Enforce good behavior on soccer field Prohibit racial slurs 	Alert conscience <ul style="list-style-type: none"> Roadside speed display boards Signatures for customs declarations "Shoplifting is stealing"
Deflect offenders <ul style="list-style-type: none"> Street closures Separate bathrooms for women Disperse pubs 	Utilize place managers <ul style="list-style-type: none"> CCTV for double-deck buses Two clerks for convenience stores Reward vigilance 	Disrupt markets <ul style="list-style-type: none"> Monitor pawn shops Controls on classified ads License street vendors 	Neutralize peer pressure <ul style="list-style-type: none"> "Idiots drink and drive" "It's OK to say No" Disperse troublemakers at school 	Assist compliance <ul style="list-style-type: none"> Easy library checkout Public lavatories Litter bins
Control tools/weapons <ul style="list-style-type: none"> "Smart" guns Disabling stolen cell phones Restrict spray paint sales to juveniles 	Strengthen formal surveillance <ul style="list-style-type: none"> Red light cameras Burglar alarms Security guards 	Deny benefits <ul style="list-style-type: none"> Ink merchandise tags Graffiti cleaning Speed humps 	Discourage imitation <ul style="list-style-type: none"> Rapid repair of vandalism V-chips in TVs Censor details of modus operandi 	Control drugs and alcohol <ul style="list-style-type: none"> Breathalyzers in pubs Server intervention Alcohol-free events

Source: Center for Problem Oriented Policing. Retrieved from <http://www.popcenter.org/25techniques/> on 11/08/10.

Similar to crime prevention through environmental design (CPTED) techniques, SCP's focus on increasing efforts for offenders comprises of target hardening, access control, screening exits, deflecting offenders, and controlling tools/weapons. Target hardening focuses on implementing steering wheel column locks for vehicles and anti-robbery screens for stores. Access control emphasizes ticket entry or identification card for access into facilities. Screening exits talks about the need for ticket while exiting a facility or electronic merchandise tags/alarm system for stores. Deflecting offenders reveal specific strategies such as street closure and dispersing pubs. Last, but not least, controlling tools/weapons such as restricting the sale of eggs or spray paint to juveniles on holidays because these items may cause greater property damages (egging of cars and graffiti on buildings).

Increasing the risk of getting caught for the offender is also another SCP design to make the offender think twice before committing a crime. Implementing natural surveillance and strengthening formal surveillance are the few techniques to increase the risk for the offender. Implementing street lights, burglar alarms, street cameras, and security guards, are techniques of natural and formal surveillance. Another technique is to have neighborhood watch groups patrol the area at certain times of the day or night. Best if the patrols are random so that offenders are unable to see the pattern and opportunity to commit the crimes when the patrols are not at a

specific time every day. Other options are to utilize place managers by having multiple clerks behind a counter or acquiring multiple employees at multiple locations of a store.

Reducing rewards is another effective property-crime prevention method through SCP. Many property crimes occur when the target is visible or easily obtainable; decreasing the visibility of that target also decreases the offender's motive for property crime because it enhances their effort to look for the target. For example, Global Positioning Systems (GPS) and Mp3 music players are often stolen because they are left visible in a vehicle. They are also high value targets because the cost of these devices ranges around 100-400 dollars. Therefore, removing and concealing targets are highly recommendable by SCP strategies. Denying benefits and property marking are also effective methods of SCP. Exploding ink packs in money bags is one the SCP methods used by banks to render the stolen money useless. Ink tags on merchandise is another similar example of making an item invaluable if stolen. Property marking is an effective method because it provides identification of what property belongs to whom, and if stolen, the owner might recognize it through the marking. If the stolen item is easily recognizable, the offender's risk of getting caught might increase; therefore, property marking, denying benefits, removing targets, and concealing targets are effective SCP strategies to decrease motives for property crime.

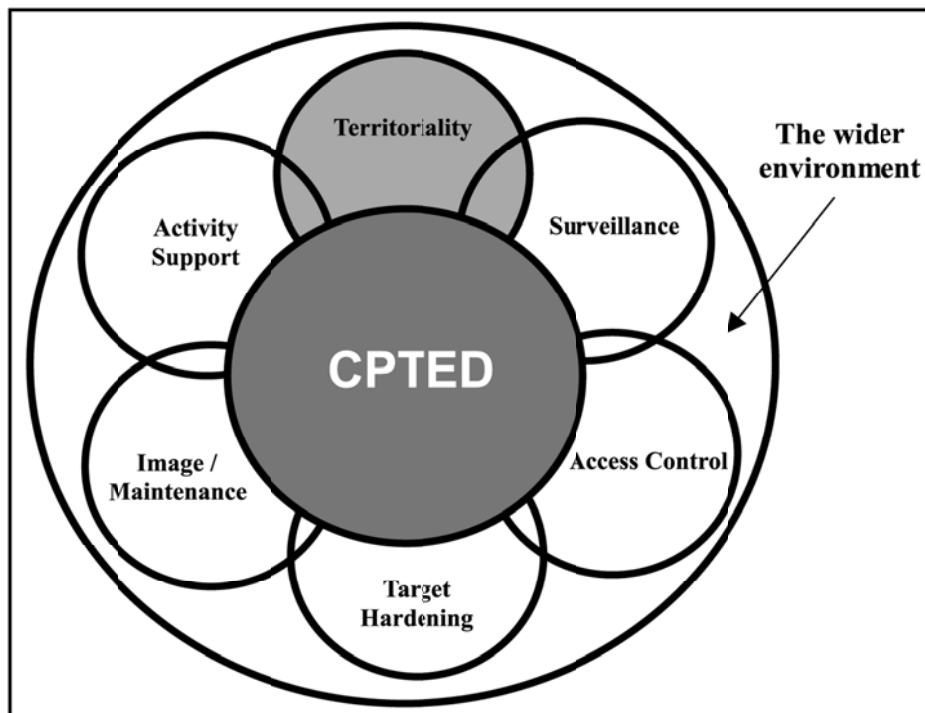
Reducing provocations focuses primarily on reducing personal crime. Increasing space between seats in arenas and separating enclosures for rival sport fans are examples to reduce frustration, stress, and agitation. Neutralizing peer pressures and discourage imitations are other methods of reducing provocations; for example "Don't Drink and Drive" and "Above the Influence" are advertisements that discourages certain inappropriate behaviors and encourages counter responses towards peer pressure. Reducing emotional incitement such prohibiting racial slurs and bullying are other methods to decrease the chances of personal crimes. Another method of reducing provocation that SCP doesn't reveal is to limit the use of alcohol or other intoxicants in areas such as bars. Alcohol is the prevalent cause of many fights and personal crimes at bars because of overdose; therefore limiting the sales of alcohol may decrease the chances of personal crimes. Limiting the use of alcohol and other intoxicants may also reduce robberies near bars because offenders may view the opportunity for a successful robbery depends on if the victim is able to defend himself.

The final method of SCP is to remove all excuses for the offenders. This strategy is very helpful to certain procedures in court and interrogation; it makes it easier to prosecute offenders and hold them responsible for their actions. Setting regulations and posting instructions have always been the traditional way of defining legality and illegality; for example, laws, contracts, registrations, and signs have been implemented throughout history to divide the line between appropriate and inappropriate action. Removing excuses for the offenders makes it difficult for them to provide their justification for inappropriate behavior. Because of this difficulty, the tedious process of trials and procedures for the offender may prove far more disadvantageous than the rewards of crime.

Crime Prevention Through Environmental Design

As SCP is a response to rational choice theory, Crime Prevention Through Environmental Design (CPTED) focuses on the issues of broken windows theory. While SCP and CPTED methods are similar, SCP examines the various situational factors influencing criminal behavior as oppose to CPTED, where there is a heavier emphasis on environmental issues influencing

criminal behavior. CPTED is the “proper design and effective use of the built environment that can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life” (Cozens, Saville, & Hillier, 2005, p. 329). CPTED focuses on the alteration and manipulation of an environment to promote an atmosphere of where crime is not tolerated or supported. To accomplish this environmental alteration, CPTED uses the main components of territoriality, access control, image management, natural surveillance, activity support and target hardening.



Source: Cozens, Saville, & Hillier (2005)

According to Cozens, Saville, & Hillier (2005), “Territoriality is a design concept directed at reinforcing notions of proprietary concern and a ‘sense of ownership’ in legitimate users of space thereby reducing opportunities for offending by discouraging illegitimate users.” (p. 331). Homeownership is of the most effective territoriality techniques in discouraging and decreasing crime. White (2001) states that, “Homeownership increased feelings of attachment to the residential neighborhood, thereby increasing greater detection of suspicious activities (p. 327). White (2001) also reveals that, “Homeowners are found to exhibit greater participation in neighborhood social and/or political activities. Their commitment also increases the owner’s interest in the preservation of the immediate owned physical property but also in the upkeep and appearance of the neighboring properties”, (p. 326). The decrease of minor offenses such as loitering may lead to prevention of more serious offenses such as drug offenses and personal offenses. With homeowners on guard, drug offenses and assaults would not be tolerated on their property; however, this is only applies with certain circumstances. The circumstances are based on other environmental factors within the neighborhood such as housing conditions, proper yard maintenance, and other criteria in the image/management component of CPTED. High rates of

vacant lots and low rates of home ownership in poor-maintained neighborhood shows poor territoriality, thus, increase likelihood of crime to occur.

Another component of CPTED that provides solutions and overlaps with the purpose of territorial reinforcement is access control. Access control uses a blend of territorial reinforcement and target hardening techniques other than homeownership; these techniques include but are not limited to fences, tree lines, gardens, landscaping, and hedges to form natural boundaries that create identity for that location. Manipulation of public property such as guiding driveways, roads, walk ways, and other paths to create the increase of access for guardianship such as law enforcement and public surveillance is ideal. One way streets and dirt paths that may limit access for law enforcement and other emergency services may prove invaluable in a neighborhood for public safety reasons; these paths may even increase the likelihood of crime because it provides an escape route or an alternative location to hinder and commit criminal acts before law enforcement arrives. Gates and doors to buildings are also access control methods to limit points of entry and increase natural surveillance. Access control emphasizes a lot on the purpose of certain items and the way it looks. Each property such as parks and stores have certain looks and purpose; manipulating the environment to limit access for criminal behavior and increase access for law-abiding community members creates a more specific purpose for that location.

The image/management component of CPTED focuses primarily on addressing the issue of Broken Windows theory. The physical condition or the “image” of an area had always been a factor in the function of the community and the response to disorder (Cozens, Saville, & Hillier, 2005, p. 337). Negative image of the neighborhood such as dilapidated houses and vacant lots may be crime attractors for offenders. Negative image of the neighborhood also inflicts fear within the community, thus, fear and anger of neighborhood negligence may also increase the probability of crime. Offenses such as drug dealing and property crimes are highly possible in these rundown areas because the image of the neighborhood appears to have less regulation for criminal activity.

CPTED’s image/management component advise cleanup methods, routine maintenance, environmental rehabilitation, and rapid repair response as solution to positively impact the neighborhood image, as well as decreasing the possibility of minor and major offenses. Examples of successful positive neighborhood image improvements include cleanup programs on the New York City subway system; rapid repair and rehabilitation of vandalized equipment in Victoria, Australia; cleaning and enhancing environmental design at the New York Port Authority Bus Terminal. Cozens et al. (2005), reveals that image improvements reduced arrests, reported crimes, and major offenses while increasing the effectiveness of community functions; for example, after rapid repairs and rehabilitation of vandalized equipment in Victoria, Australia, train availability increased 45% while personal crimes decreased 42% (p. 338). Although delinquency is perceived as highly possible in a neglected neighborhood, the perception of victimization also increases as well.

In many studies, surveillance and lighting improvements effectively reduce the fear of crime. Whether, the offenders are being observed or not, the likelihood of offenders committing crimes decreases if they believed they are being watched; if the offenders are being watched, there is a high potential for intervention, apprehension, and prosecution (Cozens, Saville, & Hillier, 2005, p. 331). Therefore, surveillance is significant in crime prevention by deterring criminal behavior. There are different types of surveillance that plays a role in reducing crime; these are informal/natural, formal/organized, and mechanical.

Informal/natural surveillance focuses on maximizing the visibility of an area and increasing the availability of supervision by the public through methods of implementing windows in a facility; decreasing foliage; use of picket fences. In certain studies of property crimes such as burglaries, offenders are found to avoid targets that are easily overlooked by others; they target properties that provide high volume of concealment nearby exits and points of access (Cozens, Saville, & Hillier, 2005, p. 332). The value of the target and the absence of an available guardian also play a huge factor in the crime. Easy and quick access allows the offender to commit the crime in a short amount of time. Along with the quick access, the concealment in the area confirms the low chances of being detected. The space or area of where the target resides also plays a role through informal/natural surveillance. For example, a multi-floor parking facility with numerous vehicles parked right next to each other door-by-door will have less informal/natural surveillance than an open parking lot (one floor) that has wide gaps between vehicle to vehicle. The ability to hinder the crime is effected by space and visibility; thus informal/natural surveillance plays a significant role in crime prevention. However, the implementation of natural surveillance in an environment does not guarantee the low likelihood crime. Natural surveillance does not offer any direct intervention or action of community members; it only offers the opportunity for citizens to see a criminal act and hope they would respond to it. The reporting of crime by citizens is not correlated with natural surveillance; in some instances, citizens do not report or respond to crime if they see it. Offender's behavior and community member's behavior varies in different situation. However, there are other types of surveillance techniques that have a more direct impact on crime than informal surveillance.

Mechanical surveillance strategy is composed of implementing cameras and street lighting in areas with low visibility and high crime. Although cameras and street lighting are categorize in the same type of surveillance strategy, cameras offer a more formal surveillance approach whereas street lighting offers a more informal approach. Cameras focus on the deterrent effect against possible offenders whereas street lighting focuses on improving area visibility. The effectiveness of cameras varies depending on the conditions of the area. However, many will state that cameras may be effective in crime reduction right after it's being implemented, but will be ineffective in the long run. The reason behind this is because potential offenders test the operational use of the implemented cameras; they test if the cameras are real or fake. People also test the swiftness of the crime response by provoking delinquent behavior; they test if it the delinquent behavior is severe enough to catch police attention or will the police disregard the minor offense. They also assess which locations cannot be seen by the cameras. These are all reason why cameras may be effective in the short term, but will be ineffective in long term crime prevention. However, Cozens et al. (2005) argues that "Unless routine management and publicity is maintained, initial crime reductions will evaporate (p. 334). In order for the deterrent effect to be efficient, the offenders have to be aware about the supervision of that area. If there isn't any publicity or signs about cameras in the area, then the potential offender wouldn't be deterred because he doesn't notice that he is being watched. Even though camera's effectiveness is questionable, it does however offer the sense of safety in that area for local citizen. Overall, the effectiveness of cameras is solely based on the effectiveness of deterrence.

Formal/ organized surveillance focuses on the increase of guardianship in an area through policing or patrol. The implementation of security guards and other peacekeepers assumes the high effectiveness of deterrence. For example, controlling access to a facilitate may decrease the likelihood of vehicle thefts, but it does not have any effect on property thefts from vehicles. To

tackle this issue of property thefts from vehicles, formal surveillance methods are introduced to safeguard the facility. Like some surveillance techniques, formal surveillance also creates a sense of safety and comfort in that environment. In contrast to informal and mechanical surveillance, formal surveillance gives the sense of quick response by a fellow human being if the victim is in any trouble. Wider peripherals with intuitive senses are the prime strengths of formal surveillance; however, resources may be more limited. Many may argue that peripherals in cameras are better; however, the lack of mobility is the weakness in mechanical surveillance. A guard can see things from many different angles as opposed to a camera.

Formal and mechanical surveillance have a more direct impact on crime deterrence than informal surveillance because informal surveillance focuses on the chances of available and capable guardians around the area. As important as increasing visibility is to an area, if offenders know that there aren't any available and capable guardians around an area during a specific time, then the purpose of crime deterrence is ineffective. Formal and mechanical surveillance addresses this problem by fixating cameras or security guards in the area. Yet, many can argue the effectiveness of formal and mechanical surveillance because the deterrence effect is questionable. Informal, formal, and mechanical surveillance may have some strengths and flaws over each other; although, implementing one without the other may be less effective than implementing all three techniques. Implementing these three surveillance techniques together may prove valuable in effectively utilizing resources and ultimately maximizing impact. Improved lighting can increase area visibility so guards can have a longer line of sight while cameras can cover corners and spaces where guards are not available. This would most likely be the idea use of surveillance in crime prevention because it utilizes all three surveillance techniques by covering multiple factors that may cause an offender's decision to commit crime.

Activity support contains many elements of surveillance, access control, and territoriality; these elements influence the type of patterns and behavior that are allowed in a specific location. Activity supports have both informal and formal approaches that influence people's behavior. Signs such as no loitering, alcohol, weapons, sales to underage teenagers are activity support indicators that prohibit certain behaviors. Other signs such as security alarms, surveillance cameras, neighborhood crime watch, and "violators will be prosecuted" are all activity support indicators that deter inappropriate behaviors. These signs are all formal indicators of activity support. An informal activity support element would be increasing the population of law-abiding citizens in a specific public space; this method not only hopes to place more surveillance or "eyes" in an area, but to encourage the act of appropriate behavior. Cozens et al. (2005) argues that even though this theory is plausible, it has its weaknesses (p. 337). He stated that increasing the population of citizens in an area also increases victimization; it may place more "eyes" in an area but it also attracts more crime such as pick-pocketing. Another issue regarding to increasing population in an area is that if there is too much increase in population, there is a higher probability of personal crimes as well. Since assaults stem from people's frustrations over violation of personal space, it is an impractical idea to group a cluster of people in one area in hopes of deterring inappropriate behavior. The reason why it is so impractical is because the likelihood of assaults contradicts the purpose of deterring inappropriate behavior. Although there is a clash of ideas in the strengths and weaknesses of certain activity support approaches, the idea of activity support should not be neglected. There must be a boundary where the population of citizens are increased for improved area supervision, but not increased to the point where frustration may arise.

Target hardening is the most traditional approach to crime by limiting access control for offenders to their targets. It focuses on implementing a physical barrier that deters criminal behavior and provides difficulty for accomplishing a criminal act. Common examples of target hardening are door locks, security doors, safes, steering wheel locks, bulletproof glass, and double-pane glass. These methods are desired for burglary and robbery reduction strategies; however, most of these methods, if not all, are useless in reducing personal crimes such as assaults and rapes. The other weakness of target hardening is that implementing too much locks or security doors in the neighborhood gives off the perception of high crime. When this occurs, many people feel unsafe and the “fortress mentality” of “locking themselves in” continues. This “fortress mentality” creates a problem because self-policing and neighborhood watches tend to deteriorate if everyone withdraws into their homes; collective efficacy and other community interaction deteriorates as well. Like activity support in CPTED, target hardening techniques should also be balanced in a way where target hardening is at its most effective and not damaging neighborhood interactions. Therefore, the balance of target hardening is possible to form difficulties for property offenses while maintaining efficient self-policing techniques within the neighborhood.

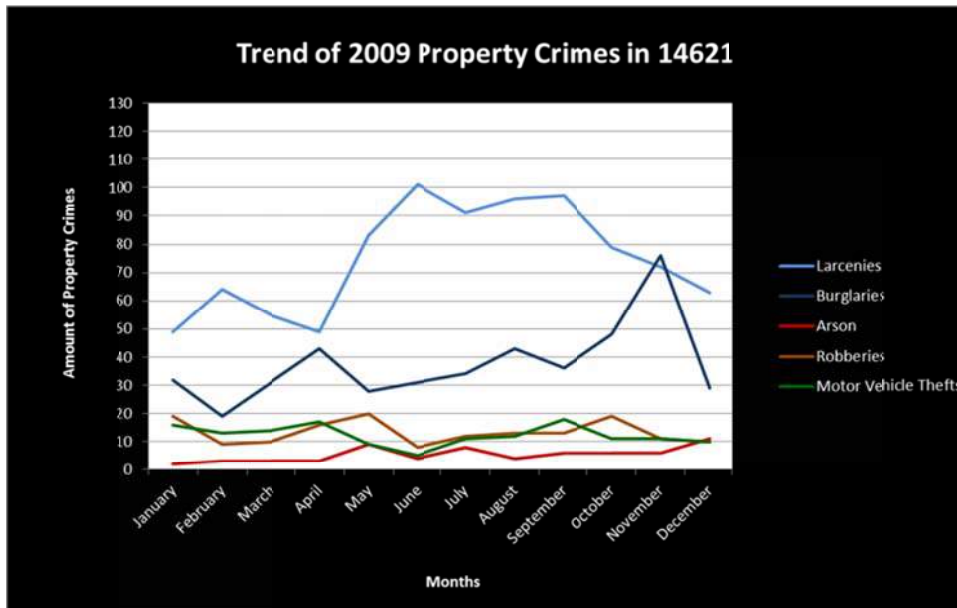
In summary, CPTED components and SCP techniques addresses many environmental improvements to decrease and deter the possibility of crime. Broken windows, rational choice, and routine activity theory play a significant role in identifying the many problems a neighborhood may encounter when crime arises. It is important to keep in mind that there are many other aspects of a neighborhood other than environmental factors that plays a role in crime frequency. As for this review, it is crucial to identify possible issues and solutions towards ecological aspects that may cause crime. Further research and reviews should be conducted to examine the threshold of environmental aspects causing criminal behavior. Other researches that should be examined include sociology, psychology, and other social science studies.

The Analysis: Hotspot Locations

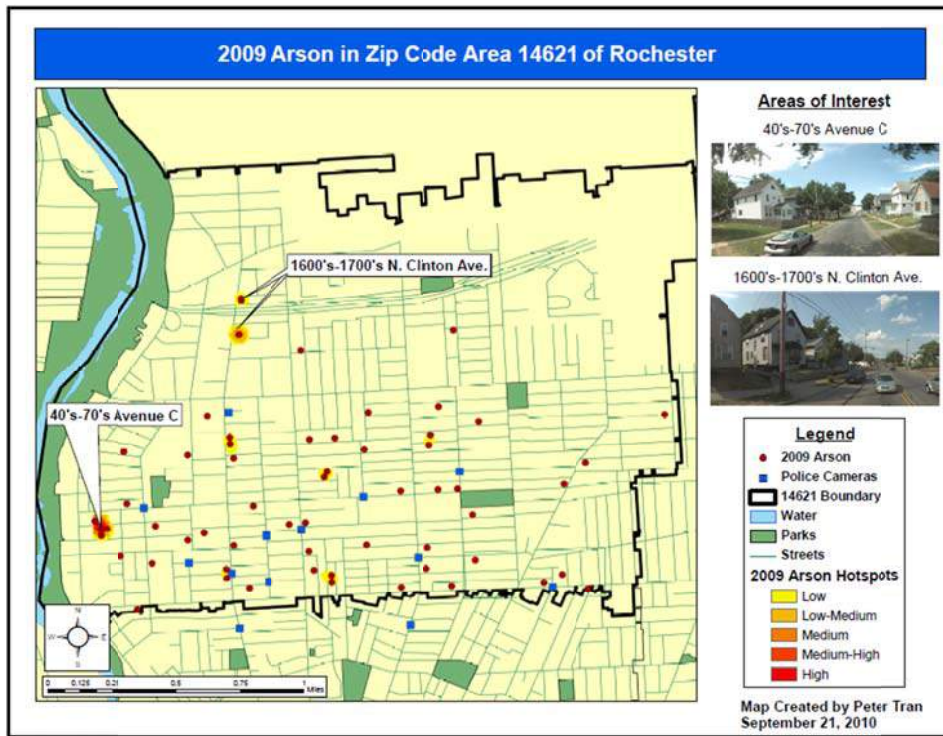
The goal of a hotspot analysis is to determine the intensity level of crime within that area. Hotspots are developed by examining frequent crimes in one particular address as well as clusters of crime within a close proximity of each other; this allows the mapping system to carefully link the spatial aspect together as relatively significant. A yellow to red color ramp was used to interpret highs and lows within the hotspot analysis; yellows represent low potential increase of crime while red represents high potential increase of crime.

The crimes being investigated and analyze are categorized under serious property crimes and personal crimes. Under the FBI’s UCR (Uniform Crime Reports) categorization of crime types, serious property crimes include burglaries, larcenies, motor vehicle thefts, and robberies. Serious personal crimes include aggravated assaults, homicide, and rape. Arson is a unique crime type with its own category of crime type. Depending on the motive for arson, arson can be categorized as a serious property crime or serious personal crime. If the offender’s motive is to target specific people in that structure or building, then arson would be a serious personal crime. If the offender’s motive is to target the specific property for insurance fraud, then arson would be a serious property crime. Note that all datasets being used are reported crimes.

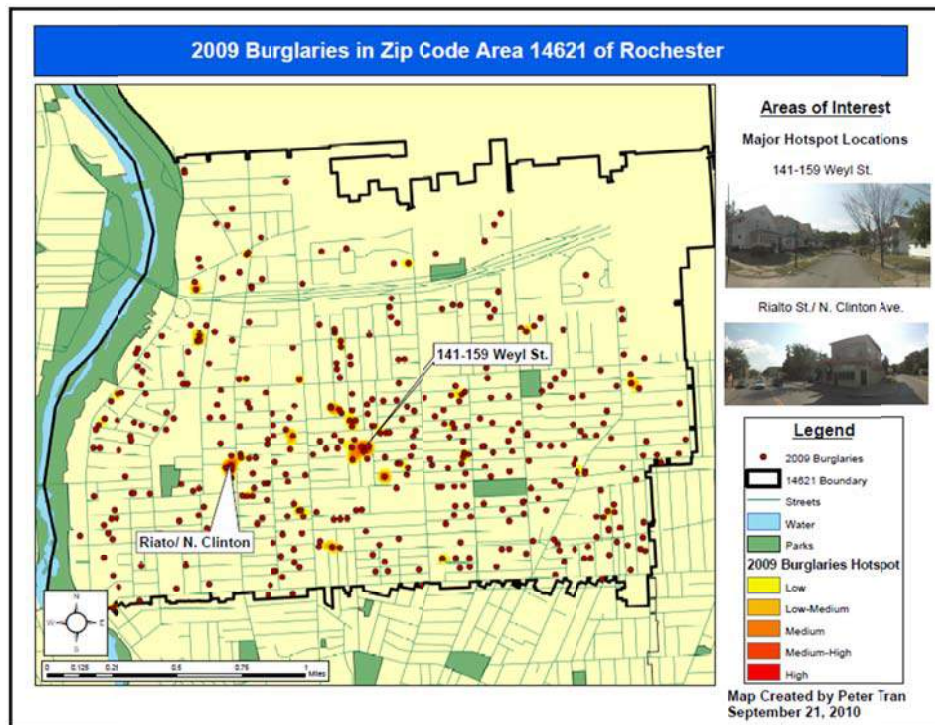
The Analysis: Hotspot Locations and Trends of Property Crimes in 14621



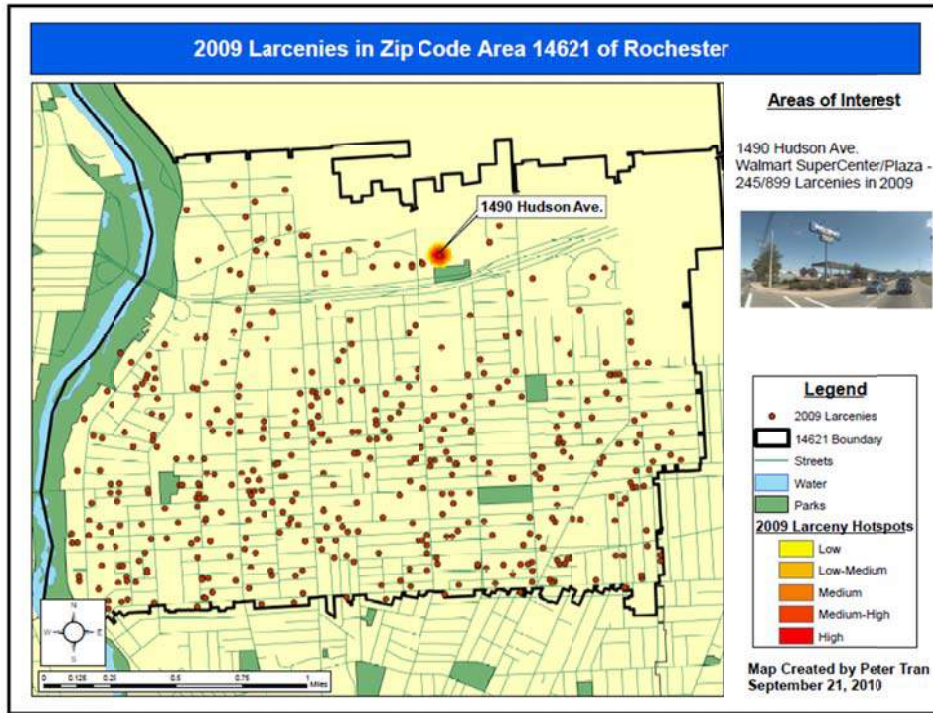
As you can see, the majority of property crimes are consisted of larcenies. The larceny trend-line has a high increase from April, May, and June; this can be explained by the increase of people outdoors for the summer weather. The more targets are available, the likelihood of victimization occurs. For burglaries, the theory behind the high increase in November is the fact that people aren't home for Thanksgiving holiday. Families and other people are likelihood to be somewhere else other than home. If a house is vacant and offenders know about it, the target is more appealing for a successful theft. The increase of motor vehicle thefts from December to January may be explained by the "keys left in the car" theory. People often keep their vehicles running in the winter to warm up the car, but do not keep it supervised; therefore this absence of supervision increases the opportunity and success of a motor vehicle theft. The high rates of motor vehicle theft in September can be explained by the increase of youths and students going to school. Since most motor vehicle thefts are committed by juveniles and youths, September is the month where youths congregate and make irresponsible choices; those reckless choices may be motor vehicle thefts for joy rides. The other interesting conclusions from this graph are the increase in robberies in May and the increase of motor vehicle thefts in April. These increases may be incidents that have no patterns with time; it is just spontaneous and unpredictable.



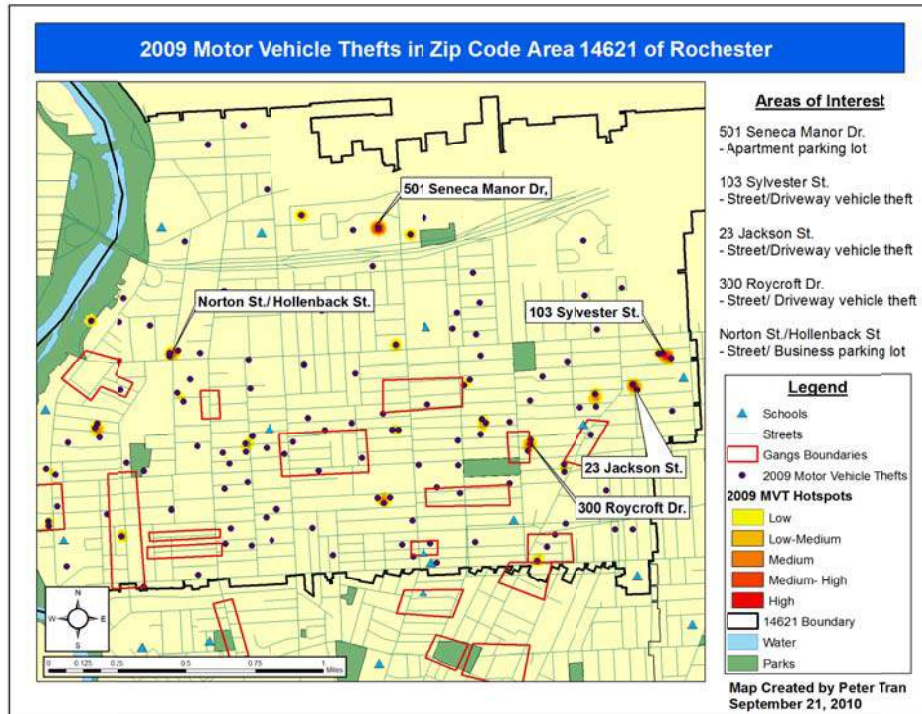
This map of 2009 arson in 14621 above shows a history of frequent activity around the area of 40's-70's Avenue C and 1600's 1700's North Clinton Avenue. These residential arson occurred in garages/sheds and single family homes. The hotspot of the approximate location, 40's-70's Avenue C reveals two incidents between November 27th to 29th and four incidents between December 20th to 25th; all in which shows that these incidents are not random.



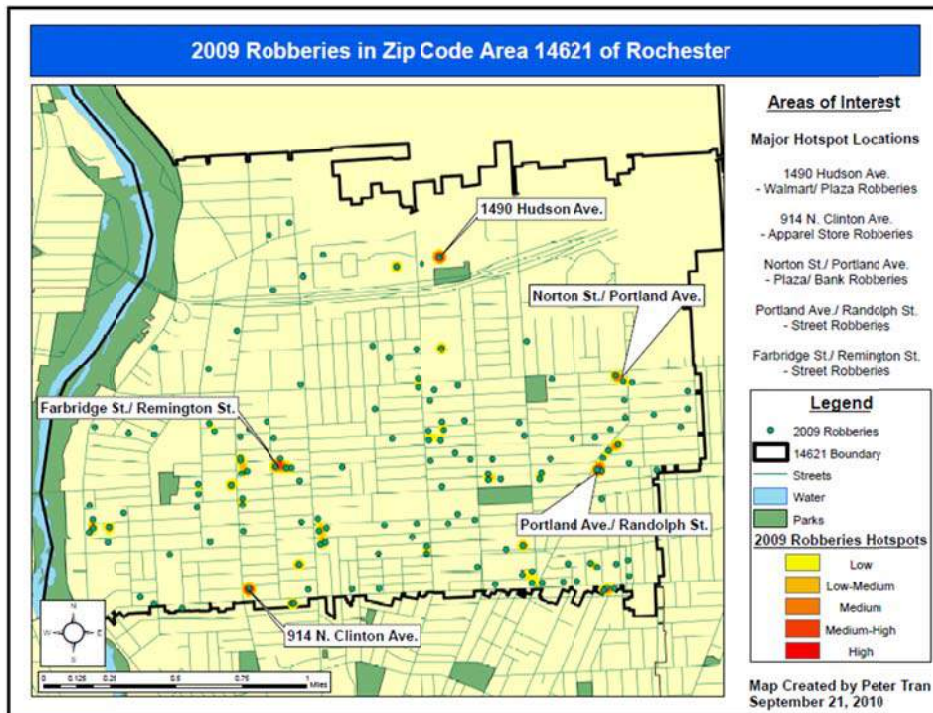
The map of 2009 burglaries in 14621 shows two significantly red hotspots that implies heavy amount of burglaries occur in the 141-159 Weyl St. and Rialto St./N. Clinton Ave. corner. The burglaries near 141-159 Weyl St. are residential home burglaries while the burglaries near the Rialto/N. Clinton Ave. corner are multiple dwelling/business stores burglaries. Both hotspots resides near gang territories.



The majority of crime at 14621 is due to the larcenies at 1490 Hudson Ave. Since larceny is a significant portion for determining the trends of overall property crimes, 1490 Hudson Ave. shows that over a quarter of larcenies in 14621 occurs in that location. The Walmart Supercenter (1490 Hudson Ave.) has frequent amount of calls for service to that area; however, other larcenies still occurs when police are already at the scene. It remains a huge problem for business in that vicinity as well as the community.

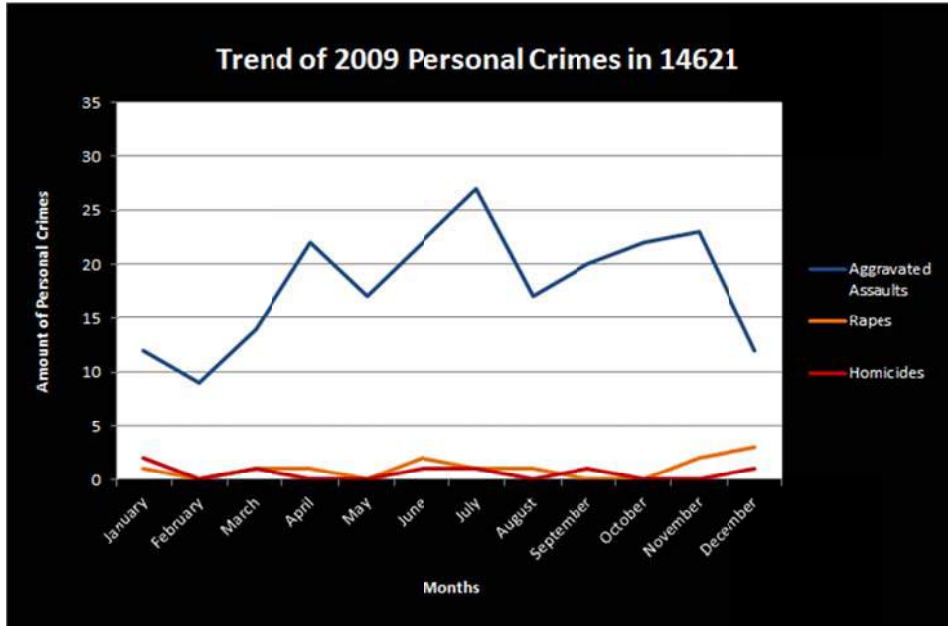


This map of motor vehicle thefts in 14621 shows five bright hotspots in different locations, three of which are motor vehicle thefts in street/driveway locations. The three hotspot location of residential street/driveway vehicle thefts are 103 Sylvester St, 23 Jackson St., and 300 Roycroft Dr. The other two hotspot locations are 501 Seneca Manor Dr. and Norton St./Hollenback St. intersection. The location, 501 Seneca Manor Dr. is an apartment complex that is surrounded by multiple parking lots with high concentration of vehicles. These parking lots also have high amount of foliage that may decrease lighting and natural surveillance. The hotspot of Norton St./ Hollenback St. intersection shows that this location has a business parking lot and motor vehicle thefts are most likely from that location.

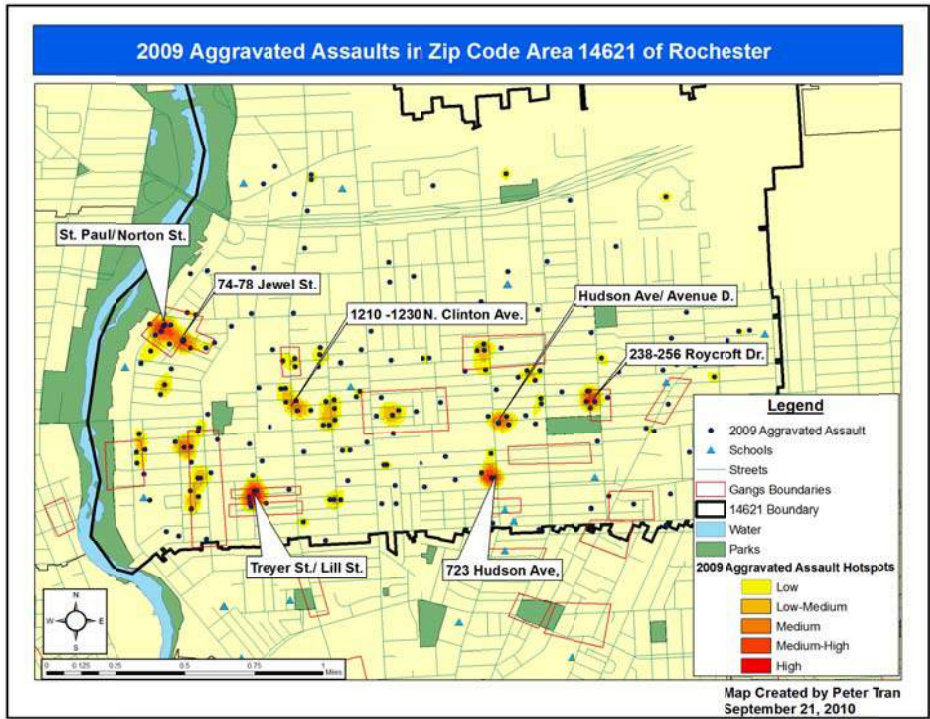


The map of 2009 robberies in 14621 shows five areas of interest; 1490 Hudson Ave., 914 N. Clinton Ave., Norton St./Portland Ave intersection, Portland Ave./ Randolph St. intersection, and Farbridge St./ Remington St. intersection. Two of the five hotspot location, Portland Ave./ Randolph St. intersection and Farbridge St./ Remington St. intersection, shows that they were street robberies. The hotspot at 914 N. Clinton Ave. shows that they were apparel store robberies. 1490 Hudson Ave. is a plaza location consisting of Walmart and other stores that also face high frequency of robberies. The last location, Norton St./Portland Ave intersection, is also a plaza consisting of stores and a bank; however, most of the robberies are bank robberies and one incident was a street robbery.

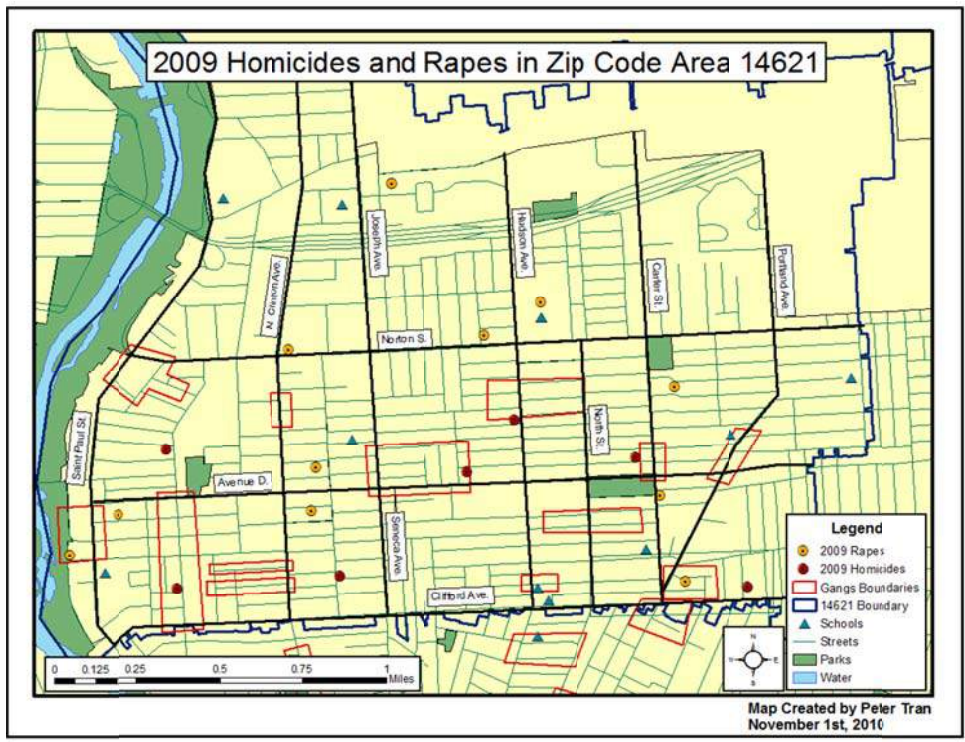
The Analysis: Hotspot Locations and Trends of Personal Crimes in 14621



As you can, the majority of personal crimes consists of primarily aggravated assaults. The increase of aggravated assaults near the months of June and July can be explain by the summer weather of high humidity and heat. The increase in assaults from September can be explain by the start of school where youths conform and congregate around bus stops and other various locations. The decrease of aggravated assaults from November to February can be explained by the freezing weather that winter offers; youths and other people tend to stay indoors and reduce contact from other people outside during winter. The trend-lines of rapes and homicides are often difficult to examine because these crimes are relatively low. The small increase or decrease in homicides and rapes makes it difficult to conclude any form of hypothesis; however, the interesting fact about this graph is that you can see both crimes increase over the winter.



Aggravated assaults in 14621 during 2009 shows that many of these hotspots form the shape of the gang territories; many of which can be seen inside gang territories. These aggravated assaults occurs in various locations such as bus stops, streets, and intersections. Some of the victims in these incidents refused to cooperate. Many offenders and victims are juveniles.



Here you can see the rapes and homicides in 14621 during 2009. You can see the vicinity of these crimes near schools; schools are blue triangles, orange dots are rapes, and red dots are homicides. You can also see how many of these crimes are in main streets and in gang territories.

The Analysis: Routine Activity Theory in 14621

Routine Activity theory can be applied to many areas throughout the country, especially in 14621 of Rochester. The victimization of drug offenders, gang affiliates, prostitutes, and juvenile delinquents are possibly frequent. The likelihood of these offenders to report crime is highly unlikely. The risk of victimization and criminal behavior increases if other crimes are within their proximity. Locations such as certain businesses and bus stops provide areas for loitering which increases the likelihood of personal crimes such as assaults and robberies. Routine Activity theory identifies one characteristic that is significantly important around bus stops; there are no capable guardians, handlers, or managers to deter or quickly disrupt fights between juveniles after school times. Bus stops in 14621 have a high likelihood of victimization and personal crime due to the amount of congregated youths. Congregation of high amounts of youths breaks individual personal space; this prompts agitations and commotions. Without someone who can disrupt or intervene to prevent a fight from occurring, an assault is foreseeable. The number of bus stops can also attribute to the frequency of assaults and high amounts of youth congregation; additional bus stops can be created so that smaller congregation is formed. Time is another variable that may play a significant role in determining frequency of assaults in bus stops. Youths at bus stop are generally frequent at morning hours and afternoon hours when school dismissal occurs. At these times, these youths are additionally tired and aggravated; whether it's from getting up early in the morning or having a long day, these youths may encounter agitated emotions that may further instigate hostility towards each other.

As important as guardians, managers, and handlers are to the probability of crime, sometimes these factors have no effect in deterring crime. The Walmart Supercenter at 1490 Hudson Ave is a prime example of ineffective deterrence from guardians, managers, and handlers. Two hundred and forty five larcenies occurred in the Walmart Supercenter at 1490 Hudson Ave compared to the eight hundred and ninety nine larcenies that occurred in 14621 in 2009; that is over twenty five percent of larcenies at Walmart. Police presence are frequently seen in that location; however, calls for service about property crimes still occurs even when police are still at Walmart dealing with the current incident.

Certain residential areas such as Flower St. and Beach St., which are gang-occupied areas, are frequent drug dealing areas that provides service to many people within and without the community. The drug dealings are so readily-available that it attracts drug offenders from out of state. For drug-sellers and buyers to travel that far of a distance, it shows that routine activity theory and rational choice theory plays a significant role in determining the motive of these particular drug crimes. If the need for money increases, the demands for drugs increase as well as drug transactions. Another factor that routine activity reveals is the need of a guardian in an area to decrease the likelihood of crime. The problem with having a guardian or manager in a heavily drug and gang-ridden area are that many of the guardians and managers are drug offenders. If a drug sale is occurring, and the guardians and managers in that location are drug offenders, then the purpose of having guardians and managers in a specific location to decrease crime is invaluable. Also, if law-abiding citizens in these neighbors sees these drug activity occurring, but

doesn't report it or do anything about it, then the purpose of having guardians and managers in that specific location to decrease crime is invaluable. The awareness to detect and report drug and gang-related crime by law-abiding neighbors to law enforcement are essential in crime response.

The Analysis: Rational Choice Theory in 14621

Rational Choice theory also plays an enormous role in determining various motives in criminal behavior for people in 14621. Youth's perceptions and motives are significant in determining the reason why frequent assaults at bus stops occur. Youth's reputation as a "thug" or victims of bullying may prompt the chances of an assault. Physical confrontation gives youths the reputation of being a "thug"; shows other youths that they are not to be bullied, agitated, or harassed. It gives them a sense of power to stand up for themselves; therefore retaliation of physical confrontation occurs. Gang-related youths are even more suspected to live up the reputation of being a "thug". Aggressiveness, power, and dominance are how youths may deal with some situations; sometimes it's the only way they know how to deal with things. With the combination of factors from routine activity theory and rational choice theory; location, time, and motives plays a significant role in determining the frequency of assaults at bus stops.

The explanation for why larcenies are frequently committed at 1490 Hudson Ave. (Wal-Mart Supercenter) can also be revealed by rational choice theory. If larcenies are frequent enough in that location where consequences are not effective in holding these criminals responsible for their actions, then offenders may view that area as a susceptible target. The property crime that occurs in Wal-Mart may be view as "minor" by offenders; therefore, the frequency of that crime increases because other offenders may view their gains as more advantageous than the minor consequences if they're detected. Also, the frequency of larcenies is so common in that location, that one larceny incident may provide a distraction for a second larceny to occur. If an offender of larceny incident number one is detected, most of the attention of law enforcement and other managers in that location are focused on that one specific incident. This provides a distraction for a second larceny to occur and the risk of being caught may be perceived as lower by the offender. If the risk of being caught is perceived as lower, then multiple offenders may view this as an opportunity to effectively increase their gains and decrease their costs; thus more larceny occurs.

The Analysis: Broken Window Theory, SCP, and CPTED in 14621

According to the information presented by the Neighborhood Service Center, "As of April 2010 there were approximately 1800 vacant lots within the Northeast Quadrant, by far more than any other area within the city of Rochester. Furthermore there are over 950 vacant buildings, 126 of which are currently on the City's Demolition list, (Northeast Quadrant Strategic Plan of Rochester). The Northeast Quadrant in Rochester primarily comprises of zip code areas 14621 and 14605. Besides the high amount of vacant lots in 14621, there is also a low amount of homeownership in the area. According to the Neighborhood Service Center, out of 21,000 housing units in the quadrant, 36% of them are owned and 64% of them are leased. Many homes in 14621 remained disrepair, vacant, or have been demolished. The high amount of vacant lots and dilapidated homes with low amount of homeownership in an area creates negative territorial reinforcement in the neighborhood. The Northeast Quadrant Strategic Plan of

Rochester is undergoing an operation that focuses on the beautification, blight reduction, regulatory compliance, and capacity building of the northeastern quadrant to improved the quality of life. Each element focuses on a specific purpose to improve housing, increase communication of local residence, and occupy vacant lots. To determine which neighborhood is qualify to undergo these improvements techniques, a point system was used to identify the dilapidation of each area. Since resources are scarce, this is the only method that can be implemented at this time.

The 14621 area faces many issues other than housing. Many offenders in 14621 have taken advantage of the access control and street structures to avoid law enforcement apprehension. The development of street designs is essential for access to calls for service areas. Zip code area 14621 has many disadvantages when it comes to street designs relating to access for law enforcement. For example, if there is a call for service for Treyer St., it would be difficult for emergency response teams to access Treyer St. through N. Clinton Ave. because Treyer St. is a one way street towards N. Clinton Ave. In order for response teams to access Treyer St., they have to enter through Flower St. (which is also a one way street, but opposite direction of Treyer), turn into Lill St., and turn into Treyer. Treyer St. is an important example that shows difficulty in effective response to crime because it is heavily gang-occupied area with frequent aggravated assaults.

Another high-crime area that has a one-way street design that limits access for law enforcement is Beach St. Beach St. is a one way street that runs into St. Paul St from Jewel St. Drug activity are frequent in Beach St. and Jewel St. because police cannot enter Beach St. or Jewel St. through St. Paul. One way to access these two streets is to go around by turning into Norton St. from St. Paul and then turn into Jewel St. The other way is to enter Saranac St. and turn into Jewel St; however, by that time, the drug activity would be disperse because there are “spotters” at the end of the corners to lookout for law enforcement heading into the area. These “spotters” are lookouts who frequently watch for police patrols that enter the neighborhood and warn the drug sellers to halt their sales or activity. By the time police officers are able to spot the drug activity, these drug sellers are able to hinder their criminal activity and the evidence. This limitation of access control for law enforcement makes patrols and police presence ineffective for crime response and deterrence.

Surveillance is another issue is 14621. There are a total of 11 police cameras in 1462; dummy cameras are excluded. It is clear that cameras are inefficient in certain areas; drug offenders still loiter in that vicinity and continue their business. The cameras may give the sense of safety in that proximity for local residence but still provides no solution to the crimes. Besides the ineffectiveness of cameras, there are other surveillance issues in 14621. Businesses such as corner stores puts up so many posters and flyers up on the store windows that the informal surveillance for that store is just horrible. No one can see what is going on inside the store, therefore, offenders may perceive the store as a suitable target for robbery or burglary. Policing is another issue in 14621 in regards of formal surveillance. Like the informal and mechanical surveillance in 14621, the formal surveillance in the area are also limited. There are only a small amount of crime prevention officers and patrol officers in a shift to cover the entire area of 14621; this presents a problem for policing because there isn't enough formal surveillance in the area. Overall, the formal, informal, and mechanical surveillance in 14621 are relatively ineffective in the purpose of crime deterrence.

In conclusion, this analysis addresses many specific issues in 14621. There are many improvements that can be determined by this crime analysis; however, additional studies should be examined to consider other factors that contributes to crime. In conjunction with the social, organizational, non-for profit, business, policing, youth, and crime prevention analyses, we can form the most effective recommendations for organizations to consider. Therefore, other analyses should be assessed and the recommendation section should be examined.

Chapter 3: Business analysis

Primary: Christian Isaac

Business Analysis Literature Review

Local businesses have a deep importance on a person's everyday life. Often they provide a necessity for the local community that is difficult to replace. Businesses have a responsibility toward fulfilling such needs, but to also be active members within the community they serve. As part of the community, businesses can play a major role in public safety.

Success for a business can be greatly impacted by the success of its surrounding community. A faltering environment can harm business within an area, but by promoting a safe and healthy environment, businesses can thrive. This notion has helped craft the idea of neighborhood business improvement districts (NBID). These districts bring local businesses together in hopes of slowly impacting the community around them. This collaboration grew out of the use of business improvement districts (BIDs) that have been seen as a success at restoring parts of cities throughout the United States (Schaller, & Modan, 2005). NBIDs are based in the idea that businesses will increase attention if the surrounding area is viewed as clean and most importantly safe. After being implemented in varying neighborhoods, NBIDs have shown they can greatly help a community.

To form a neighborhood business improvement district there must be a willingness to help work towards a safer and cleaner community. The size of such areas can range from as small as fifteen blocks to as large as five hundred blocks (Vindevogel, 2005). Once an area is defined, the majority of business owners must agree to be in support of such a plan. If an agreement is formed, all property owners within the district will be taxed an annual amount proportional to its stores front footage or its property tax (Vindevogel, 2005). With this in place, business owners are voted upon to form a panel that will dictate where the money is spent. Once formed, NBIDs can affect a great deal of public safety issues. With the funding from such local businesses, Philadelphia's Center City District was able to install over fourteen-hundred pedestrian-scale lights, at least doubling the lighting on sidewalks in the area (Vindevogel, 2005). Under the same type of control, a business improvement district within Downtown Brooklyn installed CCTV systems to increase public safety (Vindevogel, 2005). Besides examples that tend to be higher in cost, many NBIDs use their funding towards the collection of litter within the neighborhood or handing out leaflets to the public to help increase awareness of victimization. Initiatives driven toward reducing an environments susceptibility to crime is costly in time and money; however, a collaboration of businesses has a greater chance of success than one single entity.

A study was conducted to assess the effects of business improvement districts within Los Angeles, California. Since 1994, thirty BIDs have been created in neighborhoods throughout the city of Los Angeles (MacDonald et al., 2009). Each of these BIDs have differing priorities and needs to fill within their community. By examining all thirty, the study hoped to examine their effects upon reported crime and youth violence in the neighborhoods. This examination delve into the questions regarding BIDs on whether they truly improve the overall social environment and secondly if they help reduce youth's risk to neighborhood violence (MacDonald et al., 2009).

The first business improvement district within Los Angeles was crafted in 1994 through the establishment of a merchant based district. As of 2005, Los Angeles is home to thirty BIDs located in fourteen of the city's fifteen council districts (MacDonald et al., 2009). These districts greatly differ in median income, ranging from just over eight thousand to twenty thousand dollars. Each BID however was set up in the same manner, to where the majority of property owners and merchants voted for its creation. The contributions made to the BID once established were based on property assessment of the specific company, thus were made on a weighted scale. Once established, the BID functions within the area for five years until a revote is needed in order for it to continue or to be dissolved. To ensure that the BID functions properly, the district must submit financial reports to the city to keep track of its use of funds. Adding to this, the city has the ability to audit the BID and can disallow operations if any irregularities are found (MacDonald et al., 2009). With such precautions in place, the BIDs within Los Angeles can concentrate on the issues they see as most important within their neighborhood.

Projects pursued by individual BIDs are up to the individual group themselves; therefore each district varies on how their money is spent. Most of the BIDs however concentrate spending through main areas such as public safety, beautification, marketing, and administration costs (MacDonald et al., 2009). Some BIDs spent a quarter of their budget upon hiring security firms or paying for nightly patrols; however, other districts did not spend anything on public safety. Other districts chose to concentrate on removing graffiti, eliminating trash from the neighborhood, or improving property. Another area that many BIDs spent money in was in market research and promotions for businesses. One of the last areas was for the cost of the BID staff and management themselves. Such expenses often included insurance and office space (MacDonald et al., 2009). Each district chose to place funding in each of these areas to differing degrees, each central to the needs of the community.

The study conducted around these thirty BIDs within the Los Angeles area was conducted through interviews and trained observation. The first step in the study was to get a feel for each neighborhood that had a BID. Trained observers drove through each neighborhood taking down details ranging from conditions of the buildings, evidence of crime, and the commercial establishments present (MacDonald et al., 2009). After completing their observation they submitted a form of nineteen questions that rated the BID on a five point scale. This method was not designed to be used empirically, but more as a method of description. From this observation they found that BIDs with greater social and physical disorder tended to have higher unemployment rates, increased poverty, and lower median household incomes (MacDonald et al., 2009). Adding to this, MacDonald et al. found that more funds were spent on public safety in these areas of higher disorder (MacDonald et al., 2009). Besides examining the physical aspect of each BID, the study took into account individual perspectives pertaining to violence.

Seven hundred and thirty-seven households were chosen through a list-assisted sampling method to be interviewed about incidences of youth violence (MacDonald et al., 2009). As a comparison, households outside of BID neighborhoods were used. These groups were statistically comparable due to each having been exposed to ten social and economic features that were examined in the 2000 Census (MacDonald et al., 2009). The survey looked at two areas specifically; "self-reported violent victimization among youth participants aged 14 to 17" and "neighborhood social cohesion" (MacDonald et al., 2009, p. 62). This portion of the analysis found that there was no direct association between BIDs and youth violence; however, it did have some promising results. First, this survey found that youth with higher bonds to their

family and school showed a reduced risk of youth violence and that living in an immigrant household reduced the child's risk of experiencing youth violence by forty-one percent (MacDonald et al., 2009). While this survey examined the effects of BIDs upon youth violence, a secondary examination was conducted to look at their effect upon crime.

The first of two examinations of BIDs effect on crime was done over a period of twelve years, beginning in 1994 and ending in 2005. This study looked at all of Los Angeles to see if BIDs reduced crime compared to previous years. To do this, the total counts of robbery, robbery and homicide, and the Universal Crime Reports Part 1 set of violent offenses were examined (MacDonald et al., 2009). The data showed a decrease in crime throughout the BID areas; however, was found not to be significant since this was the overall trend throughout Los Angeles and not just BID areas (MacDonald et al., 2009). A second study of BIDs effect on crime was conducted in a more extensive manner. All thirty BIDs were looked at individually to see how crime rates were effected before and after BIDs were implemented. Overall, the study found that BIDs effected robbery rates significantly, followed by robbery and homicide. Total rate of violence were seen as having only been marginally effected, thus the rate that was statistically relevant were the decreased numbers of robberies within each BID area (MacDonald et al., 2009). The findings of this study have significant value towards implementing a business improvement district.

The research conducted by MacDonald et al. is an example of how varying neighborhoods can implement business improvement districts to fit their individual needs and still remain successful. One issue that was brought forth, however, was the length of time it took to be implemented. Many of those surveyed found that the creation and renewal process were too time consuming (MacDonald et al., 2009). If these can be streamlined, it would only add to the functionality of a BID. Each district took a different approach in spending funds, whether it was through public safety expenses or beautification; each method had the same result. Such improvements helped increase collective efficacy within the neighborhood and showed an impact upon youth violence. If a community comes together over a central issue, a variety of positive outcomes can develop.

Even though Neighborhood business improvement districts have a great deal of potential to improve one's community, they also come with difficulty. Mount Pleasant, a neighborhood within the Washington D.C. area worked to create a neighborhood revitalization project through developing an NBID. This NBID was crafted to help evenly distribute the time and costs of the project to all the local businesses (Schaller, & Modan, 2005). Once the NBID was approved by over half the business owners, problems began to arise. Tensions began to form due to certain social and ethnic groups feeling misrepresented. Such tensions were further amplified upon the installation of surveillance cameras. The cameras were seen as serving the interests of a few residents while harassing others. Adding to this, many small businesses argued that they were not a big enough part of the process (Schaller, & Modan, 2005). Mount Pleasant is an example of the difficulties NBIDs can bring forth, but also shows the planning and investment needed to implement a project involving citizens from a variety of cultural backgrounds. One of the key pieces to success however comes from the willingness of individuals towards a specific cause.

A 2000 study, conducted of seven hundred and fifteen small business owners nationwide, provides insight into the thought process of such owners on community outreach (Besser, & Miller, 2004). After conducting a series of fourteen questions over the phone, the study analyzed the data to see how often local businesses contributed to their surrounding community and whether they thought it was important to donate their time. Each question was based on a point

scale of “1” being, not important, to “5” which was labeled as very important (Besser, & Miller, 2004). The study found that 52.8% saw strengthening the community as important to their business success, but only 17.2% responded to helping contribute to community improvement projects in the past five years (Besser, & Miller, 2004). The greatest contribution from local businesses within the study was in providing donations to local schools or youth programs, accounting for 79.2% (Besser, & Miller, 2004). By donating time and effort towards local schools, funding can be given for after school activities and improved educational tools. Such donations can lead to improved public safety in the area of local families and schools. However, there is also a need to improve the community environment and with only 17.2% respondents donating time or funds to such a cause, this need is not being met. Attaining the aid of such local businesses is critical in helping improve the community, but attention to these areas would need to be brought forth.

The findings provided from Besser and Miller brings forth multiple questions surrounding businesses potential impact upon public safety. First, the study looked closely at small businesses rather than larger companies. According to the findings of the study, the results may not be the same for larger businesses in that the desire to be a contributing member of society may be of a differing degree. It's possible that larger businesses may want to contribute more to local communities since they have the means to do so, but it's also possible they are less likely to contribute due to their lack of social ties to the community compared to a small local business. Also the study did not look into the effects upon store chains, but rather individual stores. One of the more significant findings of this 2000 study was the relationship found between customers, employees, and residents to the business owners. This study found that there was a connection between such relationships and how often small businesses contributed to the community (Besser, & Miller, 2004). If this is true, then creating meaningful relationships with business owners within a neighborhood could have a stronger influence upon gaining contributions towards improving ones community.

Creating a business within an urban environment can create challenges. There are risks that all owners must look at before establishing any business. When looking at issues of public safety, one must decide if such risks will affect the company or its success down the road. According to Greenbaum and Tita, the presence of, “loitering, public drunkenness, graffiti, and littering” can instill fear within not only residents, but employees and customers (Greenbaum, & Tita, 2004). If your customers are fearful of the area, then your business will surely be affected, as with having trouble finding workers to keep your company functioning. These issues are often difficult to deal with, but are not as serious as such violent acts as homicide.

It's apparent that homicide rates are vastly important to the public and can possibly effect the perception of an area. However, a study conducted by Greenbaum and Tita in 2004, looked at how such violent acts affect businesses (Greenbaum, & Tita, 2004). The main goal of their study was to purely examine the effects of violent acts by concentrating on homicide due to its high probability of being reported, thus being the most reliable violent statistic at hand. In this manner, they looked at five major cities including Chicago, Houston, Miami, Pittsburgh, and St. Louis to see how homicide “surges” affected business formation and downsizing (Greenbaum, & Tita, 2004). Upon looking at these two hundred and sixty zip codes, the authors found no connection between violent surges and increased business closures (Greenbaum, & Tita, 2004). Secondly, their research found that these surges only showed an effect in lower homicide areas, mainly harming personal service and retail businesses (Greenbaum, & Tita, 2004). Such

findings provide some security for areas affected by homicide, in that such a major issue is not the main cause for the loss of businesses, but could be related more towards less serious crime.

Less serious issues such as noise and littering are seen as small problems, but they can often lead to more severe crime. There is a notion that certain businesses create undesired problems through their presence. Such issues have risen from such places as adult business and pawn shops. These businesses often create a “secondary effect” that harm the surrounding area, including noise, littering, and crime (McCleary, 2008).

In many cases, adult businesses that sell x-rated material use the notion that their items are made for “off-site” use only, thus any problems of littering of their material or crime is not of their cause (McCleary, 2008). McCleary examined the affects of a newly formed adult video and bookstore within rural Montrose, Illinois. This 2008 study saw a sixty percent rise in crime for the two years of its presence and upon its closure crime rates dropped sixty percent (McCleary, 2008). Issues that affected this rural area included littering of indecent material, increased crimes in the evening, and more crimes involving weaponry (McCleary, 2008). One of the reasons that crime rose is the belief that such places attract potential victims or targets. The reason for this is that most of the clients who go to such locations are male, participating in some sort of vice, and are carrying cash (McCleary, 2008). One of the other major factors is that the victim is less likely to report any incident to the police (McCleary, 2008). Providing a perfect scenario for being victimized holds true in any setting whether it is rural or urban. Businesses such as this can have a damaging affect upon areas that is often overlooked for being less serious than violent crimes.

The idea of littering and public lewdness causing crime can relate to the Broken Windows theory, thus can increase the likelihood of an area becoming more prone to criminal activity. Businesses involving pawn shops and adult stores can not only create the perfect victim, but also make the environment more susceptible to crime.

The Broken Windows Theory, as mentioned in Section Two: Crime Analysis, suggests that disorder in both the physical and social aspects of a neighborhood can be detrimental to an area (Clear, 2007). This theory is further described in the prior section; however, relating this theory to businesses can mean that poor lighting, graffiti, trash, or physical damage to a store can create an atmosphere susceptible to crime (Clear, 2007). Even the use of metal bars on windows or metal sheeting to cover glass can give the community the impression of being crime ridden. As more facilities fall into disrepair or close themselves off from the community through glaring crime precautions, the theory dictates that criminal behavior will increase. This notion of disorder increasing criminality brings forth the approach of using Crime Prevention Through Environmental Design (CPTED) to eliminate such problems that the Broken Windows Theory states.

The strategy of Crime Prevention Through Environmental Design (CPTED) is also described in detail within Section Two: Crime Analysis. This approach uses methods of making a property less susceptible to criminal activity through its appearance and creation. Many of the approaches used within businesses are to help reduce the fear of crime within the area, thus reduce the incidences of crime all together (Krenke, 2009). Some strategies include keeping windows unobstructed from the street, avoiding both signs and landscaping that may block such visibility (Krenke, 2009). The reason for this is to keep transparency between the business and the street, thus criminal activity is visible to the public. This in turn makes the store less appealing for crime as its less cut off from the public’s view. Other ways to improve the design of a business is to enhance the sidewalk lighting. This can both make the business more

appealing, but also prevents crime again due to increased visibility. One of the other methods is to become familiar with neighbors including residents and other businesses (Krenke, 2009). By talking with neighbors and collaborating in business hours, each store is protecting the next through enhanced supervision. Such methods can both increase business, but also decrease a store's likelihood of falling victim to criminality.

There are a number of issues that pawnshops create or exacerbate within a community. Pawnshops have a purpose and can provide a need to communities; however, many times these businesses do not function within the law. As with adult businesses, pawnshops have a stigma attached to them of creating more crime just through their existence within a neighborhood.

Pawnshops function through a community's need for quick access to money, either by selling or pawning items. These shops tend to thrive within areas where people have poor or little credit, to where a bank would not loan them the money they need. A pawnshop gets around this by giving the solicitor a percentage of an item's worth when they pawn the item. This method allows for the business to avoid losses if the person does not come back for their item, thus the pawnshop can outright sell it for however they see fit after a specific length of time has passed. If the person does come back for their item, the person must pay interest on the original loan to regain their item back. Such loans are often small in nature. A solicitor also has the option of selling their item for cash. Selling items allows for the person to gain quick money, usually more than strictly pawning their item, and the business owner the ability to make a quick turnaround on the item by re-selling it in the store. These methods work well for the business and also the solicitor; however, low regulation of this industry can have an effect upon crime within the area.

Pawnshops most common items are jewelry, watches, electronic equipment, and handguns (Miles, 1996). These items were normally seen throughout pawnshops due to their lasting value. Items that hold their value for greater lengths of time are more valuable to a pawnshop than those that need to be sold quickly. Another commonality found by the study was that of location. Pawnshops were found to mostly be within urban neighborhoods. Such business thrived upon close proximity to people, thus it would be a convenient destination for residents. The study found that these densely populated areas helped improve anonymity, causing an increase in crime due to the outlet of pawnshops being open to stolen goods and ability for such criminals to avoid detection (Miles, 1996).

One of the main issues that surround pawnshops is that of their regulation practices. Most pawnshops are required to take down a person's name, address, and one form of identification upon taking in items. Pawnshops are usually not required to take down a phone number, fingerprint clients, or even require identification with a photo (Miles, 1996). The lack of information taken down limits the chances of the police finding stolen items that have been sold or pawned. Such regulation practices also make it more difficult to tie a business with such stolen items, thus illegal activity can help fund pawnshops. The police in all but a few states must gain a warrant to recover stolen items from a pawnshop, making recovery even less likely. If the police do seize a stolen item, the pawnshop does not receive any compensation, thus will lose the item and also the money loaned to the individual. Such risks are often worth the reward for pawnshops through increased business and profits.

Upon examining pawnshops within Fort Lauderdale, a 1996 study found that pawnshops do indeed have an effect upon crime in neighborhoods (Miles, 1996). First, the study found that thirty-nine of the fifty pawnshops examined had an owner with a criminal record, nineteen of which included burglary, theft, or related offenses (Miles, 1996). The study also found that

pawnshops correlated strongly with seven types of Index one crimes under the Uniform Crime Reports (Miles, 1996). A ten percent increase in the rate of pawnshop development was shown to raise robberies, burglaries, and larcenies within urban counties between 0.8% and 1.1% (Miles, 1996). This finding puts forth the idea that increases in pawnshops can increase crime within a community. With this result, the author stated that pawnshops encourage further criminal activity due to an outlet being present that supports such behavior (Miles, 1996).

The lack of regulations does not deter pawnshops to a great enough degree to make them question the items they allow to be sold. This attitude does not mean that pawnshops are specifically dealing in stolen items, but that their lack of investigation and documentation into such items allows for such a market. Both parties benefit, thus there is little incentive to regulate themselves. As Thomas' study shows however, the benefits seen within pawnshops dealing in stolen items has a negative outcome for the surrounding area.

Once a resident, many urban neighborhoods create hardships in many ordinary life events. Such events can include cashing checks or as simple as food shopping. These simple tasks are hard upon low-income families and can cost more to these families than people outside such urban neighborhoods. Because of this reason, many families cannot move out of higher crime areas or to a place that has easier access to everyday necessities.

Over the past few years there has been a declining number of local food stores and a greater push for one stop shop locations such as supermarket chains. According to Clifton, this push has created an "urban grocery store gap," which causes low-income families to rely heavily upon the smaller, but higher priced grocery or convenience stores (Clifton, 2004). This reliance often results in decreased selection, poorer quality goods, and a higher cost for the convenience. For these reasons, there is a higher percentage of income spent on food in such areas. With this, there has been an increased dependence upon community food banks and soup kitchens (Clifton, 2004). Using such resources helps, but is not a solution to the lack of local business that can provide healthy and fairly priced items.

A case study in 2004 looked at an Austin, Texas neighborhood that struggled with food markets moving out of the urban areas, thus leaving many of its residents with difficulty in accessing food stores (Clifton, 2004). By interviewing twenty-seven households, the author examined what transportation method was most often used, what resources were readily available, and the strategies employed to reach them (Clifton, 2004). The study found that more than half the low-income households interviewed had one car that they used for both work and shopping. The other portions of households were found to use such methods as public transportation, walking, and getting rides to the store (Clifton, 2004). These methods each have bonuses to them, but come with some hardships.

A person having access to a car can go to stores that are further away, thus having access to cheaper and healthier food. However, the gas and the upkeep of the car can be a great burden to such low-income families. If a family does not have access to a car they can use public transportation which is vastly cheaper than an automobile. Taking a bus to certain businesses however is time consuming and costly since residents cannot buy all the groceries they need at one time. For this reason, walking is also difficult on residents for its time consuming nature and that one cannot buy in bulk due to an inability to carry everything home. People who walked within Clifton's study, stated that they went to the store multiple times per day to get everything they needed and that it was often a burden if they had to bring children with them (Clifton, 2004). Other alternatives such as getting rides and hiring a taxi were also mentioned, but also

fell into the problems of being time consuming or expensive. For these reasons many residents have great difficulty in reaching businesses with cheaper and healthier food, thus they rely upon close proximity stores that can be costly. With this in mind, Clifton presents a few suggestions for urban neighborhoods.

After examining the burden that many low-income residents face, Clifton provides an insight into the problem. The author provides two recommendations, the first of which being a greater use of mixed housing. By this, the author hopes that more buildings will be built or modified to having local stores on the street level while having a residential portion above it (Clifton, 2004). Such use would create a greater appeal for people to walk the streets and give locals a closer proximity to businesses. With this, the author hopes that needed grocery stores will thrive do to their location. Being located within the neighborhood would cause people to use that store more often than spending extra time and money to go to the distant supermarkets. The second recommendation presented is for economic development to be done in “bundles” (Clifton, 2004). The author hopes that by developing certain areas all at once rather than bits and pieces, there will be greater success. Once success is achieved in one area then development can move on to another area. This method could potentially create a thriving locale that provides such necessary food stores for a great deal of local families. Businesses can thrive in neighborhoods as long as they provide a vital need for the community. A higher quality, healthier, and cheaper food alternative would be a great asset to the area and to the low-income families who suffer from such hardships.

14621 Business Analysis

The area of northeast Rochester has faced a great deal of challenges within the realm of local businesses. Many of those living within the 14621 area code have faced numerous challenges due to a lack of resources in close proximity to residents and also a difficulty in getting certain businesses involved in helping fix such issues within the community. There is a great effort amongst community members and businesses to combat public safety issues; however, there are missing elements necessary to have an impact in this area. Many within the community are working hard to improve the neighborhood and with increased support many of such efforts could prove highly successful.

One of the challenges that face this area is that of the distance from local grocery stores. The closest grocery store to the 14621 area is a Tops Supermarket that is within a neighboring area code, 14605. This grocery store is a rather far distance for most people within the area, but walking to it is easier than the supermarket within the actual zip code. Within 14621 there is currently one Tops Supermarket to which borders Irondequoit. The location is currently within the zip code; however, it is far from most main residential areas. The rest of the neighborhood currently lacks stores such as Wegmans, Wilson Farms, or any grocery store within close proximity that can provide healthy and cost friendly products. With the only grocery store being miles away from most residential areas in 14621, many residents rely on products from corner stores. The reason for this becomes one of financial costs. Such a distance creates a burden upon community members in that they must spend either more time or more money to get to the closest Tops Supermarket. Residents must drive to this location, rely upon the bus service, hire a taxi, or simply walk to the store. Most of these methods hinder how much a person can buy at one time since they may not have the capacity to get it home, thus families often rely upon

multiple trips per day to acquire what they need. Due to such hassles and costs, many resort to corner stores to fill their needs.

Local corner stores fill the needs of residents, but at a cost. Most of these shops within the area contain items that can remain on shelves for extended periods of time without spoiling. For a business this method is profitable as they are less likely to have to throw out items. This means that items such as milk and produce are often not sold. Such items as powdered milk and alternatives are sold in order to remain viable for months (Portland Revitalization, phone conversation, October 13, 2010). Having such unhealthy options can cause detrimental affects upon individuals let alone the community if this is all they have access to. Reliance upon these stores is usually not a choice, as the cost in both time and money is less than that of traveling to the grocery store. Residents will spend less money on travel, but pay a higher cost at these local stores. In the end, these corner stores charge more for items due to convenience and knowledge that even with a higher cost people will still need their services. Even with these higher costs and unhealthy options, corner stores in 14621 are highly used since the overall cost still outweighs that of traveling to Tops Supermarket. The issue of healthy food is not the only issue that arises from relying upon such local options.

Many of the local stores understand that those who buy their products may not have enough money to purchase items in large quantities. This notion has created the selling of what is known as “loosies” or loose cigarettes (Neighborhood Service Center, personal communication, October, 6, 2010). “Loosies” are the selling of individual cigarettes over the selling of whole packs. These individual cigarettes are sold at a higher cost than they would be if the customer bought the whole pack at once; however, many stores sell a higher amount of cigarettes in this fashion. The reason for this is that individuals can afford to spend a dollar on a cigarette, but cannot afford a twelve pack for around seven dollars. Many of these stores have purchased the packs on Native American Reservations, thus are able to sell them to their customer’s tax free (Neighborhood Service Center, personal communication, October, 6, 2010). The selling of “loosies” is illegal due to the lack of a Surgeon General’s warning on each individual cigarette, but is not what is detrimental about this practice. The practice provides the ability for youth in the neighborhood to acquire cigarettes, but also provides incentive for individuals to spend money on an addictive substance over necessary items. Local corner stores fill a void for many residents within 14621 and can be a profitable business, but it creates many health risks. Such a business is necessary within the community, but is not the only one with issues.

The development of pawnshops within the area has grown rapidly within 14621. On North Clinton Avenue there are six pawnshops alone to where the furthest ones apart are less than a half mile from each other (Neighborhood Service Center, personal communication, October, 6, 2010). These shops can provide a service to the area, but as prior research has shown, they can also increase crime or at least the notion of crime. These shops have the potential to acquire stolen goods and could potentially encourage the act itself if there is an outlet present. To help prevent such ideas from occurring, many local businesses have come together to combat such issues as a group.

The 14621 area contains three business associations and one in the planning stages. The Hudson Avenue Business Association (HABA) is led by Mr. Alfredo Ortiz, the Clinton Avenue Business Association is presided over by Mr. Albert Algarin, and lastly the Joseph Avenue Business Association (JABA) is helped through Mr. Alston Hernandez (Group 14621, personal communication, September 15, 2010). Portland Avenue formerly was home to a business

association; however, it was disbanded a few years ago. Portland Avenue is currently working on rebuilding its association. Both the Clinton Avenue Business Association and Joseph Avenue Business Associations were attempted on multiple occasions to be reached, but no reply was heard from. Currently, businesses are meeting regularly to examine the potential for their areas and what issues need to be addressed.

The Hudson Avenue Business Association meets every month or so to talk about upcoming events within the community, issues affecting individual businesses, and public safety. Those in attendance vary due to the availability; however, it usually consists of a few local business owners, occasional residents and nonprofit representatives, and crime prevention officers. At one such meeting, such a range of people were in attendance. The meeting included Eugenio Cotto from Group 1461, a representative from State Wide Machinery, the Vice President and bar owner Gary Walzak, Section 9 leader Elston Hernandez, Hancocks Tavern owner Ken Hancock, a high school teacher, and two representatives from the nonprofit organization Bridges to Wellness (Hudson Avenue Business Association, personal communication, October 6, 2010). The meeting first focused upon the outreach of the organization which included planting tulips and daffodils within the local business planters. Another concern was that of their pursuit of grant money to improve the lighting and conservation upgrades within their block (Hudson Avenue Business Association, personal communication, October 6, 2010). This organization is awaiting the completion of a Corridor Study from a previous grant in order to build on recommendations (“Business association support,” 2009). Such concentrations will likely include “beautification, improved public safety, and other revitalization efforts” (“Business association support,” 2009). Once the main HABA issues are mentioned, the meeting turns to public safety. The public safety officers present, who are regularly in attendance, provide a report on incidences within the area and what they are doing about it. They may also include recommendations to business owners within this report. At this particular meeting there were no new incidences to mention. After these main topics are discussed, the meeting moves forward into individual efforts or problems within the area.

The representative from State Wide Machinery spoke of their construction of a Laundromat that is hoping to open this upcoming spring. He mentioned that the business would provide a local need that is not being met and that would come at a lower cost than other Laundromats could provide. He mentioned that the facility would have new machinery that would use less water and thus save the customer more money. Rather than renovating a pre-existing building, the company chose to build their own in order to make it as efficient as possible. This business provides the community with their first new facility on East Avenue in twenty-five years (Hudson Avenue Business Association, personal communication, October 6, 2010). The meeting not only looked at issues surrounding the community, but provided a forum for those within the community to share the positives that were taking place in the area.

A teacher from Franklin High School came to the meeting to gain support for her students. In teaching three different grades, she had a great deal of students who required the need for community service. She came to the meeting in particular to ask if any local businesses needed help to where her students may be of service. The nonprofit organization that was in attendance, Bridges to Wellness, exchanged contact information and would be able to provide the hours to her students through community outreach.

Bridges to Wellness came to the HABA meeting to ask how the organization handled getting insurance on the planters outside of local businesses. Besides requiring such assistance, the organization talked of their current projects and support they may need with them. With such

involvement from organizations such as this and the parties present, one of the key elements to the Hudson Avenue Business Association was that of collaboration.

The HABA meeting brought together a variety of community members in order to discuss issues that affect everyone in the area. Such sharing of information creates a communal effort in solving not only crime related problems, but also issues that matter to residents. One of the interesting aspects of such a meeting is once it is over, many of the parties present talk with each other on how they can help in an aspect of that person's project or problem.

The other business associations within 14621 also hold meetings on a relatively regular basis. Many of these associations are actively pursuing grants to improve their local area. The North Clinton Avenue Business Association received a fifteen thousand dollar grant from the New York State Parks and Recreation ("Business association support," 2009). This association is also a part of La Avenida Streetscape Project that is scheduled to revitalize the area from Upper Falls Boulevard to Avenue D ("La avenida streetscape," 2009). This project has received over one million dollars in American Recovery and Reinvestment Act federal funding ("La avenida streetscape," 2009). With another eight hundred thousand in City contributions, the project is to be designed and developed for \$1.9 million ("La avenida streetscape," 2009). Such improvements include "repairing of sidewalks outside businesses, replacement of sidewalk ramps, improved lighting, and installation of new bus shelters" ("La avenida streetscape," 2009). The efforts of such a project will greatly enhance the area for residents and local business. This accomplishment would not have occurred without a strong push from local efforts like the North Clinton Avenue Business Association.

The Portland Avenue Business Association fell through a few years ago, but new efforts are being placed into reestablishing it. Currently, the Portland Revitalization group has been working on improving local issues and beginning to look into the creation of a new business association. Portland Revitalization currently works with churches of the catholic faith and a few local businesses to help specific problems. Such efforts have included housing, rehabilitation for those in need, and health initiatives (Portland Revitalization, phone conversation, October 13, 2010). An issue specifically mentioned, when speaking with one of the leaders within the group, was that of a lack of communication. She has stated that many businesses either do not communicate with each other or that business associations have difficulty in talking to one another. In an interview she mentioned that even with such difficulties in communication, progress is being made in forming a new business association (Portland Revitalization, phone conversation, October 13, 2010). One of the Portland Revitalization members is physically going business to business to talk to owners about joining such a group. So far there have been positive results by twelve owners stating they would join such an association (Portland Revitalization, phone conversation, October 13, 2010). Other than public safety issues, an area of concern within the neighborhood was St. Andrews Church closing their school. There is a fear that the church may soon close and losing such a long standing part of the neighborhood would be detrimental (Portland Revitalization, phone conversation, October 13, 2010). With such issues in the community, collaboration must be a key element within such business associations and also the neighborhood.

Bridges to Wellness is a recently formed nonprofit organization; however, it has been successful at not only bringing the community together, but businesses as well. In speaking with a representative from the organization, it is apparent that the efforts seen so far are meant to get the community involved in improving their neighborhood through social gatherings and beautification projects. Bridges to Wellness has hosted community walks through parks on

Avenue D and cook outs in Pulaski Park (Bridges to Wellness, personal communication, October 6, 2010). Other efforts within the area include peace marches through a large portion of the northeast area of Rochester. This group has also attempted to improve the community through getting businesses involved in their efforts. Currently they are working on getting both residents and business owners involved in painting utility boxes located on Avenue D, Hudson Avenue, and Clifford Avenue (Bridges to Wellness, personal communication, October 6, 2010). Another effort is to get businesses to pay for flower planters outside of their business along main avenues in both 14605 and 14621. The project has only had seven businesses agree to the plan so far (Bridges to Wellness, personal communication, October 6, 2010). One of the main issues that the organization has run into according to the representative was that of incentive (Bridges to Wellness, personal communication, October 6, 2010). There has been a great difficulty in getting businesses to agree to such a plan due to many of them not seeing a benefit to their purchase of flower planters. Some businesses have sighted that they have no purpose for planters due to their physical building location being a headquarters rather than a store, thus having little interaction with the community (Bridges to Wellness, personal communication, October 6, 2010). Another reason includes a fear that the planters will end up broken anyway (Bridges to Wellness, personal communication, October 6, 2010). Many businesses welcome such efforts; however, others do not see the worth within them. These issues are common and to succeed these owners need to understand the importance of beautification and revitalization.

Many of the problems faced in attempting to get businesses to be a part of community efforts in 14621 are a lack of connection to the neighborhood. Much of this inability to connect to the community is seen in larger companies rather than the smaller businesses that have stronger communal ties. Hickey Freeman has been in the community for over one hundred years, but none of the organizations within the area that I had spoken with could mention a community effort the company was or had been involved with. Hickey Freeman did not return any calls in regards to talking about public safety issues. After visiting the store and their public relations department, I was assured someone would talk to me in a day or two, but no response was ever received. The lack of time or money to local charities or efforts is not uncommon among the larger organizations in 14621. Upon speaking with a manager at Tops Supermarket within the area code, the company donates thousands of dollars to local charities; however, none of these charities are within their actual community of 14621 (Tops Supermarket, personal communication, October 6, 2010). Another organization that has been absent from the community is that of Walmart. Walmart also provides thousands of dollars to the surrounding area, but again little to none of it goes into 14621. After visiting the Neighborhood Community Center it was seen that Walmart has only donated a few gift cards on occasion to some of the local block clubs (Neighborhood Service Center, personal communication, October, 6, 2010). Walmart declined talking about issues of public safety much like Hickey Freeman. These large businesses each have a presence within 14621, but little is seen in community efforts on their behalf. Companies with this kind of stature could have a large impact upon the community in regards to charitable donations and in forming lasting relationships with residents. It is important to get these organizations involved in some form within the area.

Such organizations as Tops Supermarket and Walmart suffer greatly from public safety issues, mainly that of theft. To counteract such thefts, Tops Supermarket has put in surveillance cameras within the store and throughout the parking lot. According to the manager, these cameras have helped cut down thefts of items within the store and in the recovery of shopping carts (Tops Supermarket, personal communication, October 6, 2010). Walmart has taken the

effort of placing sensors on their shopping carts as the theft of the carts cost the company greatly (Group 14621, personal communication, September 15, 2010). Currently neither company is involved with a business association within 14621. When asked what community issues affected the employees within the area, the Tops manager could not say due to not being sure where they lived (Tops Supermarket, personal communication, October 6, 2010). When asked about Tops Supermarket's relationship with the police, the response was positive. Police were seen as being available whenever the company needed them and that public safety issues overall had not harmed their business (Tops Supermarket, personal communication, October 6, 2010). Even though these companies can afford the ability to install surveillance and other public safety measures, this is not the same for smaller businesses within 14621 to where a greater need for police presence may be required.

Many small businesses within the area interact regularly with police, whether it is seeing them out on patrol or physically speaking with them. A major issue within the area is police turnover, which briefly means that new officers are seen on a frequent basis rather than the same officer each time. Due to such a turnover, many businesses are unable to connect with specific officers and share their problems. It takes effort and time for residents and business owners to build a relationship with police, but it becomes difficult to form if new officers are patrolling the community each year. Officers attending such meetings with business associations are a start toward forming these bonds, but it is still an issue.

Another issue that many small businesses run into is a lack of transparency between the street and the store. Many local stores place large signs within their windows advertising specific items which block up windows. Not only is this a ticketable offense, but by blocking visibility from the street it makes it more difficult for police officers to patrol the area and know what is going on within businesses. Transparency is not only an easier way of increasing safety, but also makes the property more user friendly and open. This is also seen with beautification techniques such as planting flowers outside of one's business. These methods create a more comfortable setting for patrons and decrease the likelihood of that area being victim to crime. Such ideas go back to the notion of Crime Prevention Through Environmental Design (CPTED) to where reducing fear through a business's design can reduce incidences of crime. With the lack of transparency within many local shops in 14621, it makes it difficult to improve public safety within such stores and in the surrounding area.

The Neighborhood Community Center is an organization that has widespread affects upon residential areas and businesses with 14621. This organization is often a haven for complaints within the community, ranging from drug markets to bad renters. Relating to businesses, an administrator for the organization mentioned a large problem in out of state property management companies. Many of these companies either buy homes within the area online without ever seeing them in person (Neighborhood Service Center, personal communication, October 6, 2010). This allows for companies to manage rented homes from well outside of the area, thus if a property falls into disrepair the management company has little care for its upkeep. These homes are purchased for a very low cost, resulting in a profit for such businesses, but an eyesore for the neighborhood with little hope of being redeveloped. Many of these companies are met with fines, but it is not a great enough deterrent from these practices. One of the hopeful plans from this organization comes in the form of their Northeast Quadrant Strategic Plan.

The Northeast Quadrant Strategic Plan is an effort to revitalize much of the 14621 area. To do this the plan pulls in numerous neighborhood organizations to collaborate and work

towards one goal. One of the goals of the project is to prioritize the sections of the neighborhood that are deemed “areas of promise” (City of Rochester, 2010). These areas must include one of the following, “strong block clubs, pre-existing grants, business corridors or an adequate business association” (City of Rochester, 2010). Such areas include the business associations of North Clinton Avenue, Hudson Avenue, and possibly Portland Avenue in the future (City of Rochester, 2010). These areas do include more distressed parts of the neighborhood, but many of which have pre-existing grants (Neighborhood Service Center, personal communication, October, 6, 2010). Efforts in these areas will include addressing “public safety, beautification, blight reduction, regulatory compliance, and capacity building” (City of Rochester, 2010). Much of these efforts are being seen within business associations, but with this strategic plan and its use of collaboration, attempts to affect these neighborhood issues may have a larger impact.

One of the elements mentioned by the Neighborhood Community Center is that of the idea of uplift. Uplift is the notion of fixing specific issues through a multi-disciplinary group. An example sighted within the area was that of Rochester Gas & Electric (RG&E) working to stop properties from using fraudulent meters (Neighborhood Service Center, personal communication, October, 6, 2010). This issue has risen from both businesses and residential housing stealing electricity through such high tech devices. Walks are hosted every Tuesday from May to October that involve numerous community members and businesses to combat a range of issues such as this (Neighborhood Service Center, personal communication, October, 6, 2010). RG&E attends the walks and provides their employees bonuses for bringing in such devices. Time Warner is also an active contributor to such walks, as with the Health Department. Together, these groups, the Neighborhood Community Center, and many residents make their presence felt within the area to affect public safety issues both within business and residential areas. Success within the community is often seen in a greater magnitude with collaboration efforts. Public safety issues can be altered with such methods and cooperation.

Chapter 4 Needs of youth analysis

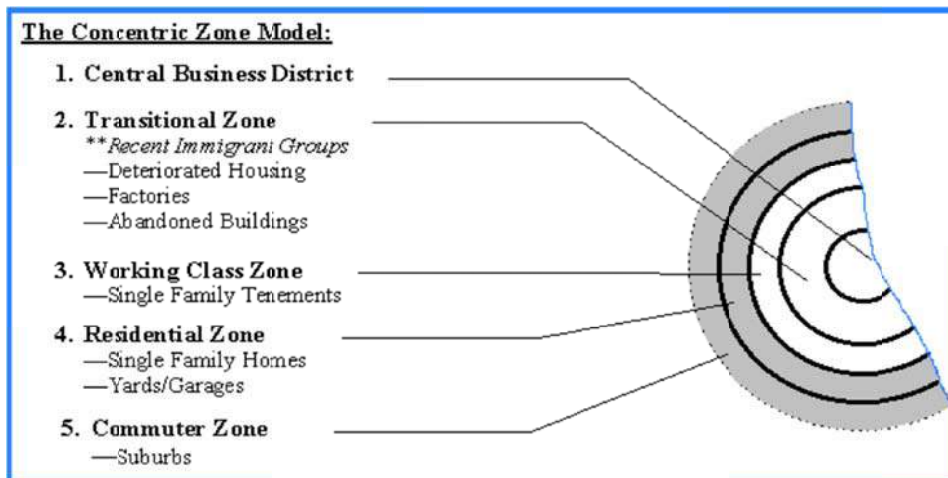
Primary: Kristi Love

Secondary: Peter Tran

The youth are the heart and the future of any community. According to the spatial analysis Figure 3 (14621) the youth are a large representation of the population in the area. Out of the almost 35,000 residents in 14621 roughly half are youth under the age of 18. There are many challenges that youth face in 14621 that are brought on by the demographics of the area. This section will address literature that talks about social disorganization as it relates to juvenile delinquency, coercion and social support, as well as a model that looks at the assets of a community and focuses on how to capitalize on them. This section will also discuss current initiatives that are available to the youth in 14621 as well as recommendations for future collaboration.

Social Disorganization

Chicago experienced rapid urban growth at the turn of the century. Immigrants from Europe such as Italians and Irish as well as black Americans from the South migrated to Chicago. Because there was so much diversity within the city, Chicago was one of the cities where sociological research was done. Initially sociologists from the University of Chicago mainly Robert Park, Ernst Burgess, and Louis Worth analyzed the city and divided it into five concentric zones (see Figure 1.1). The innermost zone was the “loop” which was the central business district. The second zone was the “zone of transition” that contained factories and poorer residents. Next came zone three where ordinary working people lived essentially the ones fortunate to have escaped life in the second zone. Zones four and five were where the wealthier residents lived in what is known now as the suburbs. Zone two was the most volatile due to so many immigrants of different backgrounds moving in and then trying to better their life in order to move out. Because of this constant movement, there was never social integration, which led to a higher chance of criminality (Delaney, 2006; Anderson & Dyson, 2002; Jones, 2009).
Figure 1.1(citation)



Shaw and McKay applied the theory of concentric zones to their study of arrest rates of juveniles in Chicago over three time periods. They looked at 1900-1906, 1917-1923, and 1927-1933. This was a period of high immigration, which made Chicago a good place to study. Immigrants who had been in the city for a specific amount of time eventually established themselves and were pushed out further away from the center of the city while newer immigrants would take their place. “As one set of immigrant groups moved into the transitional zone and another set moved away to an outer zone, delinquency rates remained highest in the transitional zone, but failed to increase in the outer zone into which former residents of the transitional zone had moved” (Jones 2009,94). Shaw and McKay did not use economics of the transitional zone as a primary factor of the breakdown of the social structure even though the zone was economically deprived. They were more concerned with the social disorganization of the area due to the lack of homogeneity and the instability caused by the constant change of the population (Delaney, 2006; Anderson & Dyson, 2002; Jones, 2009).

Shaw and McKay state that there is a “direct relationship between conditions existing in local communities of American cities and differential rates of delinquents and criminals”(p.105). Shaw and McKay note that those who live in the communities where delinquents thrive have less access to important resources that help one be successful in life. There are fewer opportunities to get a job, training, a quality education, and to advance (p.105). Not only that, the neighborhood itself that juveniles come from can be considered a handicap because of its inferior status that society has labeled it. The opposite is true for communities that have low rates of delinquency. In those communities juveniles are provided with the resources that they need to become productive, successful adults and they do not have the stigma of coming from a bad neighborhood.

In communities where delinquency is low, there are similar attitudes and values among its residents. These residents value the welfare of children that can be seen by the emphasis of a quality education as well as productive recreation programs that they are encouraged if not pressured to engage in. That is not to say that criminal acts do not take place in these communities but when they do the community shuns the behavior that threatens their values. Another reason that juveniles in this type of environment are less likely to commit crimes is they are not exposed to the deviant behavior because many times the acts are committed in the less desirable areas of the city.

In communities where delinquency is high, the norms, standards, and values are diverse. This effects the children in the community because the standards that they are exposed to

contradict each other. The authors state “All boys in the city have some knowledge of these activities; but in the inner-city areas they are known intimately, in terms of personal relationships, while in other sections they enter the child’s experience through more impersonal forms of communication, such as motion pictures, the newspaper, and the radio”(p.106). Inner city children are directly exposed to this kind of lifestyle and see it as glamorous because of the wealth that one might achieve through illegitimate means.

Coercion, Social Support, and Crime an Emerging Theoretical Consensus

Mark Colvin, Francis T. Cullen and Thomas Vander Ven initially define both coercion and social support. Coercion “can be defined as a force that compels or intimidates an individual to act because of the fear or anxiety it creates”(p.19). Coercive forces can come from numerous places such as from family, friends, or the community to name a few. This kind of force can manifest itself in either a physical or a nonphysical manner. “In Colvin and Pauly’s theory, coercive control is most conducive to the production of serious, persistent delinquency because it produces a weak, alienated social bond that is reproduced across social settings as the individual interacts with others in coercive interchanges” (p.21). The authors note that coercion is something that can appear at both a micro level and a macro level. At the micro level it would take the form of “actual or threatened use of physical force or the actual or threatened removal of social supports” (p.23). Macro levels of coercion can include “economic and social pressures created by structural unemployment, poverty, or competition among groups” (p.23).

Social support is defined as “the delivery (or perceived delivery) of assistance from communities social networks, and confiding partners in meeting the instrumental and expressive needs of individuals” (p.20). This is based on the Chicago School way of thinking that if a person has social support that meets their basic needs then they will be less like to commit crime. Social support is broken down into two types expressive and instrumental. Expressive social support includes “the sharing and ventilation of emotions and the affirmation of one’s and others’ self-worth and dignity” (p.24). Instrumental social supports include “material and financial assistance and the giving of advice, guidance and connections for positive social advancement in legitimate society” (p.24).

Colvin, Cullen and Vander Ven integrate both theories of coercion and social support and state that they are “inversely related”. On a macro level they say that if the community provides more social support then they will be less coercive. Social support at a macro level also influences interpersonal relationships at a micro level. The authors also discuss how both coercion and social support can be either consistent or erratic. If social support is given consistently then there is a less likely chance of coercion. If coercion is consistent then it lessens social support “because it involves constant threats and the actual removal of expressive and instrumental social supports along with overt physical punishments” (p.27). If both are erratic it creates the kind of person who will look for the social support through illegitimate means. Individuals in this situation go the illegitimate route because they are not having their “instrumental and expressive” needs met. The flip side of that situation can happen as well where if one is receiving social support through illegitimate means, it can begin to model legitimate behavior.

Social support (whether from a legitimate or illegitimate source) assists individuals in controlling their social environments, which gives them some degree of control balance or even control surplus. We argue that whether a control surplus promotes criminal or prosocial

behavior depends, respectively, on the illegal or legal nature of the source of social support that assists individuals in controlling their environments. (p.30)

For example if young men are receiving social support from a gang they are members of whose main source of income is drug sales, eventually that “business” may begin to model a legitimate business. Their drug sales and interactions may be so sophisticated that they could be compared to mid to large sized well ran companies.

Asset-Based Community Development (ABCD) Model

It is common when research is done to look at the needs of a community and talk about what is lacking instead of what the strengths are and how to capitalize on them. The Asset-Based Community Development (ABCD) model does just that. John McKnight and Jody Kretzmann in the School of Education and Social Policy founded the ABCD model at Northwestern University.

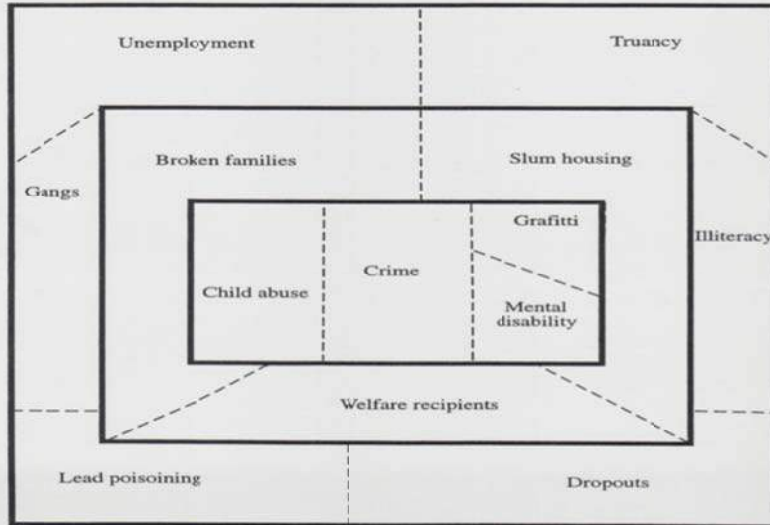
“The Asset-Based Community Development Institute (ABCD) is at the center of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future”(www.abcdinstitute.org).

Kretzmann and McKnight (1993) mention that if the needs-based approach is the only guide to poor communities, the consequences can be "devastating" (p.4). Unfortunately politics many times play a role in whether or not a community is able to be self-reliant. If the leaders are judged based solely on the amount of resources they are able to gain for the community then there is less focus on the community and the strengths. Leaders find that the best way to attract institutional resources is to talk about how bad the problems in the community are. When the community hears this over and over again it has a negative impact on how they see themselves. Local leadership is judged on how many resources are attracted to the community, not on how self-reliant the community has become.

Another consequence pointed out by the authors is that in a needs-based approach the focus is more so on external institutions instead of in the community. [This] denies the basic community wisdom which regards problems as tightly intertwined, as symptoms in fact of the breakdown of the community's own problem solving capacities" (p.4).

Figure 1.2

Neighborhood Needs Map



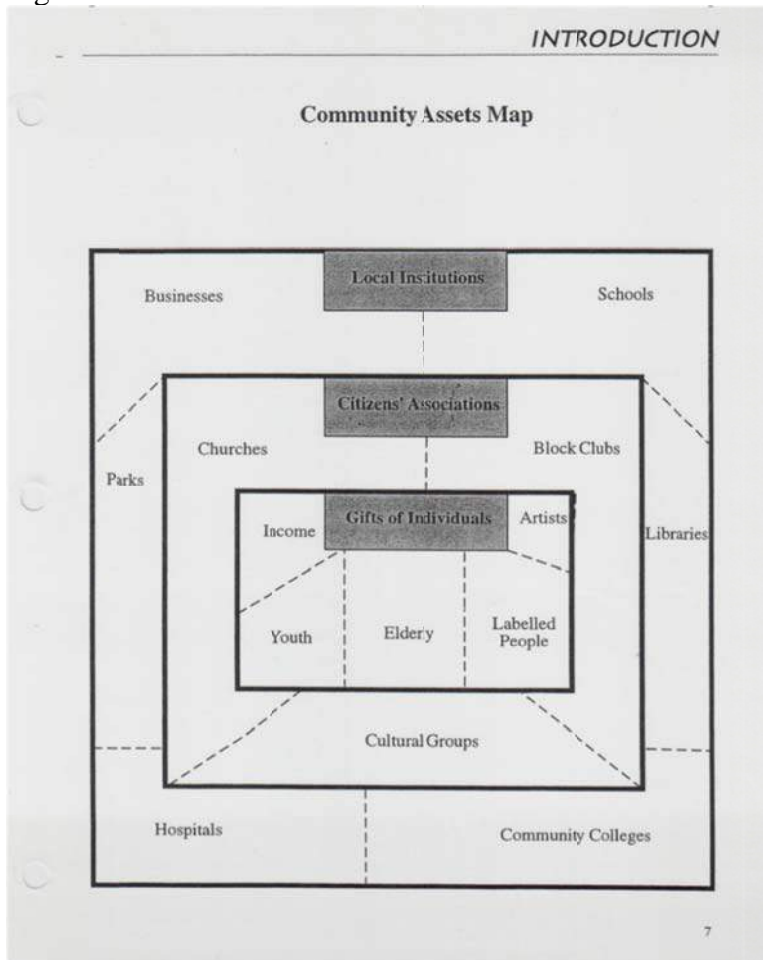
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In *Building Communities from the Inside Out*, Kretzmann and McKnight (1993) discuss their alternative approach that recognizes the capacities of the members within the community and the relationships that they have that can build a strong community. The process of recognizing these capacities begins with the construction of a new lens through which communities can "begin to assemble their strengths into new combinations, new structures of opportunity, new sources of income and control, and new possibilities for production." (p. 6)

Resources that can be tapped into within the community stem from both formal and informal associations. When assets are really analyzed at a community level the realization is that there are numerous networks that may not be obvious. McKnight and Kretzmann (1993, p.345) propose a number of steps to facilitate the process such as:

- Collecting stories about community successes and identifying the capacities of communities that contributed to success.
- Organizing a core group to carry the process forward
- Mapping completely the capacities and assets of individuals, associations, and local institutions
- Building relationships among local assets for mutually beneficial problem-solving within the community.
- Convening as broadly representative group as possible for the purposes of building a community vision and plan
- Leveraging activities, investments and resources from outside the community to support asset-based, locally defined development

Figure 1.3



Analysis

“Many inner-city black neighborhoods in South Philadelphia are variations of the ‘hood-places with high rates of poverty, violence, single-headed households, drug dealing, and premature death”(Anderson, 2008, p.147). This is something that is seen in many similar neighborhoods all over the country and 14621 is not a stranger to some of the same issues.

Living in 14621 for a youth presents many challenges. In talking with a few key players from the community all were in agreement that the neighborhood definitely faces many challenges and that a lot of these issues affect the youth and sometimes lead them to making poor choices.

There are many programs and initiatives available to the youth of 14621 even though many of them are not necessarily housed within the zip code. One community leader mentioned that because a lot of the families within 14621 are impoverished according to city guidelines, their children qualify for many of the services that are funded by the city. Following are some of the programs and initiatives currently available to youth within 14621.

Pathways To Peace

Mayor Johnson established Pathways To Peace in 1998. He appointed five people to do street outreach in response to a violent robbery in the area. This program is modeled after Operation Night Light in Boston. Operation Night Light was established in 1992. Probation officers in the Dorchester, MA, District court and police officers from the Boston, MA Anti-Gang Violence Unity created an alliance. At the time Boston was experiencing many of the same issues that 14621 experiences. Gang violence was on the rise as well as homicide victims under the age of 17. The formal structures set in place were not addressing the issues so Operation Night Light was established to effectively deter juvenile violence. Operation Night Light is a combination of strategy and collaboration. Pathways To Peace demonstrates a similar strategic and collaborative spirit. (www.cityofrochester.gov/pathwaystopace)

As far as resources are concerned Pathways To Peace is both reactive and proactive. When a situation happens Pathways is reactive in that it attempts to bring together the two parties and mediate between them to find a peaceful solution. They are proactive in that they do not sit around and wait for situations to happen and escalate instead, they use knowledge that they receive to intervene before violence takes place.

Pathways To Peace also recognizes that many times the youth are troubled because of their family situation at home. They will also work in collaboration with other community organizations to provide support for the entire family, which then benefit the youth.

Teen Empowerment

“Teen Empowerment has four program sites. At each site, we hire 12 young people, ages 14-21, for jobs as youth organizers. Their job is to address serious issues in their community by organizing initiatives that involve other youth in creating positive change. Youth organizers are hired for 8-10 hours per week during the school year and 20 hours per week during the summer”(www.teenempowerment.org). Teen Empowerment has two sites in Boston, MA, Somerville, MA, and Rochester, NY. The staff and the youth organizers then work together to identify the issues in the community that impact youth, come up with an action strategy, and then work on implementing the strategy. This organization brings together a diverse group of youth sometimes from rivaling neighborhoods to work together to accomplish a goal.

One of the highlights of Teen Empowerment is the Youth Peace Conference, which Rochester held its first annual conference in 2004. This conference was established in Boston in response to an escalating number of gang violence specifically between youth. More than 250 youth came together and drafted a peace treaty between five gangs. This led to a decline in gang and youth violence for several following years. Rochester’s first Youth Conference in 2004 created a Youth Agenda for Change that led to policy changes in the areas of education, creating more jobs during the summer that are available to youth, and better relationships between the youth and the police.

Carter Street Recreation Center and Avenue D Community Center

Carter Street Recreation Center and Avenue D Community Center provide many services specifically for youth living inside of 14621. Hours are set so that the centers are open after

school Monday-Friday as well as being open on Saturdays. The goal is to keep the youth busy and out of trouble. Recreational services including sports facilities, game rooms, a gym, and exercise programs are offered year-round. The Centers also provide some social services such as a breakfast and lunch program during the summer. While having a recreational outlet is important, the Centers also realize the importance of personal development. There are services to help with homework as well as special events such as BizKid\$, which is a business camp for youth who reside in the city of Rochester. According to a employee of Carter Street Recreation center Carter street reported 1,300 registered youth and Avenue D reported 1,800 registered youth. Out of approximately 35,000 residents and roughly half of those being youth this means that roughly 20% of the youth in the area participate in these programs. (www.cityofrochester.gov/recreation)

Youth Voice One Vision

Youth Voice One Vision (YVOV) is a youth council set up by the City of Rochester's Bureau of Recreation. The members of this group come together once a month to discuss the issues within the community specifically related to youth and what can be done to address them.

Youth Voice One Vision has many initiatives that are both positive for the youth and the community as a whole. They are very focused on giving back to the community and set things up such as the Youth Engaged with Service (Y.E.S.) committee to coordinate service projects at different recreation centers and other sites in the city. One such example is the Cardboard City Lock-Out where supervised youth build a city out of cardboard at a local downtown park and spend the night there to draw attention to the problem of homelessness in Rochester.

The youth in this organization are also responsible for hosting events for their peers and families such as lock-ins, trainings, workshops, celebrations, and conferences. They also do fundraising and donate to charitable causes.

YVOV also produces a television talk show that discusses teen issues and community activism. It is shown on channel 15, which is a Rochester community channel.

Normally when someone thinks of being given a ticket for something it is a negative experience. YVOV has attempted to change that stigma with an initiative called Positive Tickets. A youth is paired with an adult supervisor and they patrol the neighborhood handing out positive tickets to their neighbors that they see doing good deeds. The "tickets" are actually discounts, free admissions, services, or activities in the community.

YVOV is also a partner in The HEART Coalition for a Drug Free Rochester, which works with youth and families to reduce substance abuse by increasing awareness and advocating for healthy choices. HEART is an acronym that stands for Health, Excellence, Achievement, Responsibility, and Truth. Together with other community partners they did research to find that if you look at youth as a whole most are involved in more positive activities than negative, which is not always the perception. According to their website:

- 82% get help and support from a family member
- 68% have had no alcohol in the past month
- 66% are physically active at least once a week
- 51% volunteered at least one hour in the past month
- 71% get a health checkup at least once a year
- 78% are not harassed at school

64% feel encouraged at school
83% have never been in a physical fight at school
63% have never tried cigarettes
57% have never tried marijuana

(<http://www.cityofrochester.gov/article.aspx?id=8589939795>)

Ibero-American Action League

Ibero-American Action League was established in 1968 as part of the Catholic Diocese to serve the Hispanic community. They began their work with a grant of \$5,000. They provide a variety of services that benefit the youth in the area. They range from social services to youth development programs. (www.iaal.org)

Summer of Opportunity Program (SOOP)

Is a training and job placement program that is available to the youth in the city of Rochester. For youth ages 14-15 there is a program that introduces them to work. They are exposed to different jobs within media, science, arts, and marketing. Ages 16 and above are helped with actual job placement in different areas such as construction and office work. According to the program director, jobs that are available vary year to year based on which employers are willing to work with the program. Youth from 14621, and 14605 are highly represented in this program due to meeting the poverty guidelines that qualify them for assistance.

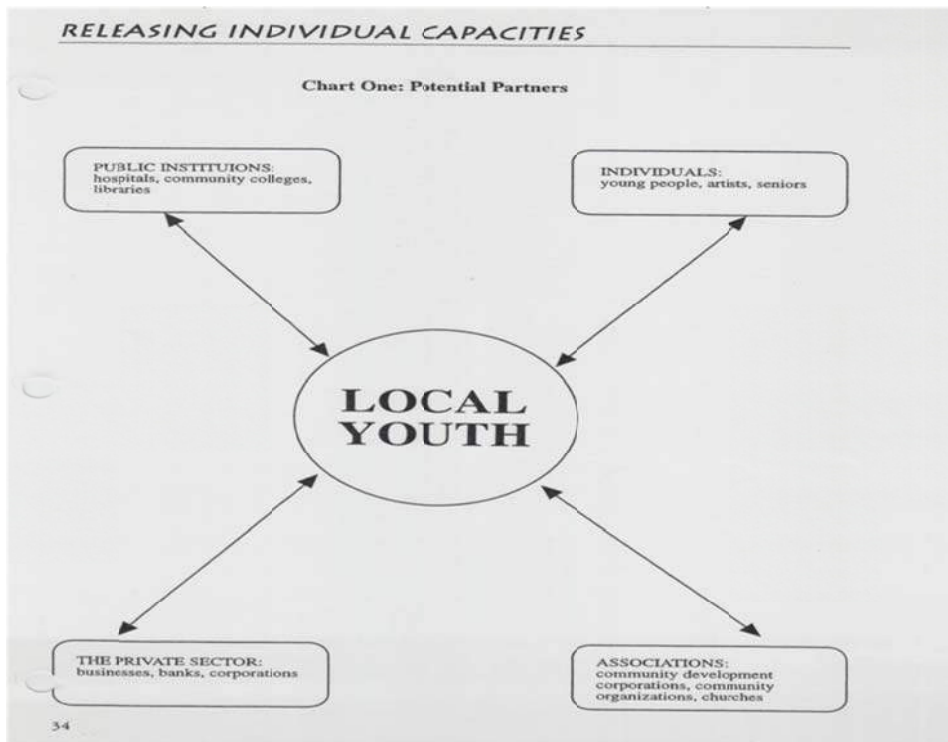
Recommendations

As previously quoted, Colvin, Cullen and Vander Ven state “Social support (whether from a legitimate or illegitimate source) assists individuals in controlling their social environments, which gives them some degree of control balance or even control surplus. We argue that whether a control surplus promotes criminal or prosocial behavior depends, respectively, on the illegal or legal nature of the source of social support that assists individuals in controlling their environments”. Social support and creating bonds and healthy relationships within the community is very important for the youth in 14621 in order for them to grow and become productive adults who can then contribute back to their community. In addition to the programs that are already out there, there are numerous other initiatives that can be done to help youth be part of the community. The examples below are quoted from Building Communities From the Inside Out by John Kretzmann and John McKnight (1993). Thought was given into picking examples that could possibly benefit the youth of 14621.

Using the asset based model it really comes down to establishing and growing relationships and partnerships within the community. While some write youth off as inexperienced and having little to offer, this model shows that youth really are an asset of a community and can make a large impact if given the chance. According to Kretzmann and McKnight (1993) some things that youth bring to the table are time, ideas and creativity, connection to place, dreams and desires, peer group relationships, family relationships, credibility as teachers, and enthusiasm and energy. While youth are required to go to school they

still have a lot of time be it on the weekends or other times when school is not in session such as summer vacation. With young imaginations, youth also have the capability to be creative which can be an asset when community leaders struggle “to find novel solutions to recurring problems” (p.30). A youth’s connection to place refers to the fact that they live in the community and more than likely spend a lot of time there so they are very familiar with the day-to-day activities in the community. They also have dreams and desires, which is important for community leaders to recognize and encourage in order to keep youth engaged. Peer group relationships are really important in the life of a youth and can be positive or negative depending on where the energy is used. Research on gangs and gang activities shows them to be very organized and skilled at what they do unfortunately all of that energy is misguided. If those skills and energies are positively displaced, peer groups can be an asset to the community. Family relationships are very important as well. As mentioned in the spatial analysis of this report 14621 is a very diverse community. Many times children are the only ones at home who speak English, which means that the children may play a large role in how actively their parent/s participate in the community. The youth can also be seen as teachers by being role models to other youths as well as adults in the community. Lastly the youth’s enthusiasm and energy is an asset to the community. They are able to look at problems with a fresh eye as well as find room for opportunities to grow. (Kretzmann, McKnight, 1993)

The plan that Kretzmann and McKnight outline in theory is simple but will require dedication from each key player. The first step is to identify a group of youth to work with and then make an inventory list of all of the skills that each youth brings to the table. The next step is to develop a list of community assets within 14621. Once this is done those assets will more than likely fit into one of these categories: citizens associations and not-for-profit organizations; publicly funded institutions such as hospitals, parks, libraries, and schools; private sector including small businesses, banks and large corporations that have local branches; and special interest groups. Finally, using strengths from the youth and the community, mutually beneficial partnerships are then created.



Associations

A community center employs youth to do research on community organizations and institutions. Youth interview leaders or administrators at churches, schools, hospitals, businesses, health care centers and other organizations. At the end of the summer, the youth host a community forum to inform people about the resources in their community. (p.35)

Fifty-five community organizations form a coalition to employ 600 youth to rebuild their city. Youth are engaged in projects close to their homes: building a cement basketball court for a church, rehabilitating housing, painting murals, designing puppets for a parade, developing a “toxic tour” of the city’s hazardous neighborhood, and educating residents about health issues. (p.35)

At a crisis intervention center youth and adults have the same duties. Youth are on the board of directors, are AIDS educators, and staff a 24 hour crisis hotline. (p.35)

Youth connected with a community center organize an anti-drug rally. They contact all the community people and make presentations to their peers about drugs. (p.35)

A church invites a children’s nursery school to become a tenant in the building. This newly expanded children’s program helps the church to meet its bills and provides an opportunity for leadership by placing church members on the school’s board. (p.36)

Public Institutions

A group of youth organize 150 other youth to renovate a small park. A police officer helps the youth find funding and assist with the writing of the proposal. The youth are planning to organize businesses in the area for more finding. The major piece of their work will be the renovation of an abandoned community center at the park in order to make it available for public use. (p.37)

A children's librarian uses money leftover from a grant to buy books for preschoolers in order to hire local teenagers to design the learning program for these preschoolers. (p.37)

About 60 youth leaders are trained to teach a youth empowerment curriculum to 700 younger kids. The curriculum, which develops self-esteem through a variety of non-traditional classes, offers youth alternatives to crime, gangs and drugs. The project is sponsored jointly by a community college and the neighborhood police precinct. (p.37)

A police department organizes a youth advisory panel to hear the youth perspective on policing issues, to change adult perceptions of youth, and to provide a vehicle for youth to be community leaders. The police department also sponsors a peer mediation project and overnight camping trips led by youth. (p.38)

Private Sector

Youth build their own coffeehouse. The space for the building is donated by the local Boy Scouts, and the youth organize all the resources they need to do the building: they get insurance, local businesses donate the lumber and other materials, and youth solicit the advice of local labor unions and contractors. (p.39)

A bank collects and displays artwork from local youth. Many of the youth enroll in a summer program to produce arts and crafts which they sell at an enterprise they have established at the bank. (p.39)

Youth gather wood that is being illegally dumped in a vacant lot in their neighborhood and start a firewood business. They print fliers, make contacts with other landscaping businesses where it is sold. The youth work on commission and many earn between \$100-\$300 per week. The youth have also developed other enterprises: silk-screened t-shirts with neighborhood scenes, hand-made postcards, Christmas tree deliveries, frozen coconut ice, and manure and wood chips. (p.39)

Young people organize a coalition of youth and adults to lobby the City to create a funding stream for youth employment programs. (p.40)

Individuals Within the Community

Youth form a crime patrol in their housing complex. They monitor the playground and discourage fighting, involve adults to intervene when needed, and keep a watch on elderly residents. Youth also make presentations to other youth groups to encourage them to do similar projects. (p.40)

Latch key kids who are felling lonely, experiencing a crisis, or just want to chat, can call on the telephone from their homes to the homes of senior citizens through the “Grandma Please” program. (p.40)

Youth clean up and beautify the housing development in which they live. They plant shrubs and flowers and plan to look after them in the long term. (p.41)

An 18-year-old youth director organizes younger kids into committees to improve life in their public housing building. The youth maintain a garden, do shopping for elderly residents and paint over graffiti walls. (p.41)

Youth provide 45 children from local community centers and homeless shelters with a tutoring program two times a week, craft projects, and a recreation program. (p.41)

Youth become involved with a local youth shelter by doing some cooking. They then decide to make a promotional video for the shelter. They write the script, film the video, and make connections with a local cable company to edit it and market it. (p.42)



The examples provided are by no means an exhaustive list of programs that can be instituted nor is the list of assets and exhaustive list as noted by the authors. What this does show is that there are a variety of ways that community leaders such as Group 14621 can get youth involved in their community.

Chapter 4 Not for Profit Analysis

Primary: Timothy Foran
Secondary: Kristi Love

Introduction

One of the greatest strengths of the 14621 community is the large amount of participation in not for profit organizations. The community has almost 100 registered not for profit organizations, approximately one half of which participate directly in community development, and nearly every organization can be said to foster community development in an indirect manner. Increased activity in not for profit organizations has been tied to community wide increases in political advocacy, economic development, overall living conditions and social capital. Increased activity in not for profit organizations has also been tied to reductions in multiple crime categories, notably a strong inverse relationship between not for profit activity and violent crime rates. This analysis will explore these relationships in detail as well as investigate their impact on the not for profit organizations of the community.

Participation

The primary functions and goals of not for profit organizations in the 14621 community range across a broad number of issues and concerns. There are organizations which focus on the social, economic, political, and environmental problems of the community, all of which can be entangled with social, historical, and cultural values and experiences. Each of these organizations seeks to provide a specific service, support, or function, as well as the broader goal of bettering the community. It is important to note that the betterment of the community comes not only in the form of the actions taken to pursue the goals of the organization, but also through the expansion of social capital, a side effect of the relationship building that occurs when community members join together for a specific cause. The volunteerism that runs these organizations in the 14621 community is essential to the not for profit organizations' ability to meet their goals and adequately address these issues, as well as expand the community social capital through the development of personal networks among community members.

Adults make up the largest class of not for profit volunteers, and have arguably the most utility to organizations. Clary and Snyder suggest that the seriousness of the issues facing not for profit organizations in communities such as 14621 require that the adults of the community be encouraged not only to participate, but to become part of a long-term sustained action rather than the more common occasional day or two of participation (Clary & Snyder, 2002). This is not meant to be a negative view of the current state of volunteerism, rather a promising view of what volunteerism could be, and how to get there. In order to make changes and achieve results in a community as large in both size and population as 14621 requires getting the most out of the community in terms of participation. It has been suggested that not for profit organizations must seek to establish a set of values and beliefs in their participants which encourage this sort of long-term sustained action, a process which Clary and Snyder refer to as "successfully engaging

adults”, with a focus on the difference between the socialization of an adult, and the more common socialization of children (Clary & Snyder, 2002). The expand on the concept by explaining that this does not involve incentivizing or encouraging those who do not want to participate to do so, as that would cause a decrease in the intrinsic motivation behind their volunteerism, but that the socialization process must take place in a pure fashion. Clary and Snyder caution against the practice of mandatory participation on volunteer programs, as those who encourage this type of participation run the risk of undermining the ideals of service they work to achieve (Clary & Snyder, 2002). Reference has been made to increases in volunteerism by simply holding discussions about what it means to be a citizen and a community member, and letting the adults of the community make up their own minds about their level of involvement while encouraging long-term participation.

The participation in the 14621 community can be described as a top strength of the community, yet there is so much that the organizations of the area would like to achieve that an increase in community member participation is always desirable. The community could stand to benefit in terms of volunteer resources if organizations were to make an effort to reach out to not only those that they serve, but the members of the community that could help them to serve others. This could be accomplished in a number of ways, from simple marketing of organizations through flyers, advertisements, and announcements, or through activity based functions, such as community gatherings through organization-sponsored events. Community participation is the backbone of the not for profit community, and increase in participation can positively affect the organization in every other category of analysis.

Advocacy

Advocacy is one of the key functions of not for profit organizations in the community development process, yet it is carried out in various different ways dependent on the size, resources, goals, and primary function of the organization. A large amount of not for profit organizations are not directly involved in any advocacy efforts, while many organizations participate in advocacy in a mild manner even though it is not their primary focus, and only a small collection of organizations focus on advocacy efforts as their primary function, or necessary to their primary function (Child, 2007). Many of these organizations who do participate have different reasons for doing so, whether to protect a vested interest in a specific piece of legislation, or to promote an organizational vision of the common good. Not for profit organizations are typically associated with drawing attention to disadvantaged groups and unresolved problems which lack a formal advocacy group. On the national stage legislation regarding environmental rights, animal rights, and medical regulation generally receives the most attention from not for profit organizations, although culture, education and human services are advocated heavily at local levels.

A statewide survey conducted in Indiana in 2005 determined that only 14.5 percent of not for profit organizations regularly devoted no resources to advocacy purposes. Over half the not for profit organizations devoted some amount of resources to advocacy, the remainder reporting that they devote most of their resources to advocacy. Organizations are most likely to donate their volunteer resources to advocacy efforts, and least likely to utilize finances for advocacy measures. Of the not for profits whom did devote resources to advocating almost one fourth were

involved in group interest advocacy, such as issues of race, gender or age. Only six percent of organizations were involved in advocacy of criminal justice issues (excluding youth issues), and ten percent were involved in advocacy of youth issues such as standards for child care, adoption, or child abuse and neglect. Approximately one fifth of not for profit organizations in the fields of public and societal benefit and human services participated in advocacy, while one tenth of organizations in the education field participated in advocacy. In comparison approximately two thirds of organizations in the environment and animal rights fields participated in advocacy. This however does not suggest that these issues are 7 times more important than issues in education, rather it is a result of the correlation between the size of the not for profit organization and the rate of participation in advocacy. Not for profit organizations for educational issues tend to be much smaller than environmentalist groups, therefore have much less in resources to devote to advocacy (Child 2007). As the size of an organization increases the volunteer, staff, and financial resources of that organization grow at higher rates, resulting in an increased capacity to participate in advocacy efforts.

The large amount of not for profit organizations in the 14621 community, is promising in the manner that there is a strong base of interest. At the same time the decentralized structure of these organizations, especially those who share common tasks and goals, and serve the same group of individuals, suggests that the influence of these organizations has not reached its full capacity in terms of ability to advocate in the community. There are certainly many organizations which individually perform advocacy functions with great success, yet the decentralized structure of the not for profit community does not lend itself to collaboration in advocacy, and those who pursue political change do so without the benefit of comprehensive community support.

Economic Development

The economic impact in the 14621 community is easily one of the most underrated functions of the locally based not for profit organizations. When not for profit organizations do business in a community, they tend pour enormous amounts of money into the local economy. An organization which works within the community will not only spend money locally to create changes, but they bring money in from outside the community and it is spent through various official projects, as well as employees of the organization who spend a portion of their wages in the community. Even the not for profit organizations whom have a strictly social function, and do not officially place any money in the community are bringing people from outside the community in to it, and money is being spent which gets multiplied through the local economy. This money is then used to pay wages, create jobs, and can be passed through the hands of community members for any length of time. As well as the direct economic effects of the participating not for profit organizations in the community, there are side effects which can improve the economy as well. A strong not for profit organization has the ability to use its services and functions to draw business into the community, also creating jobs and income within the community. The chart below is adopted from *Assessing the Community Economic Impact of Nongovernmental Development Organizations*, a publication by Garry Woller and Robert Parsons (Woller & Parsons, 2002).

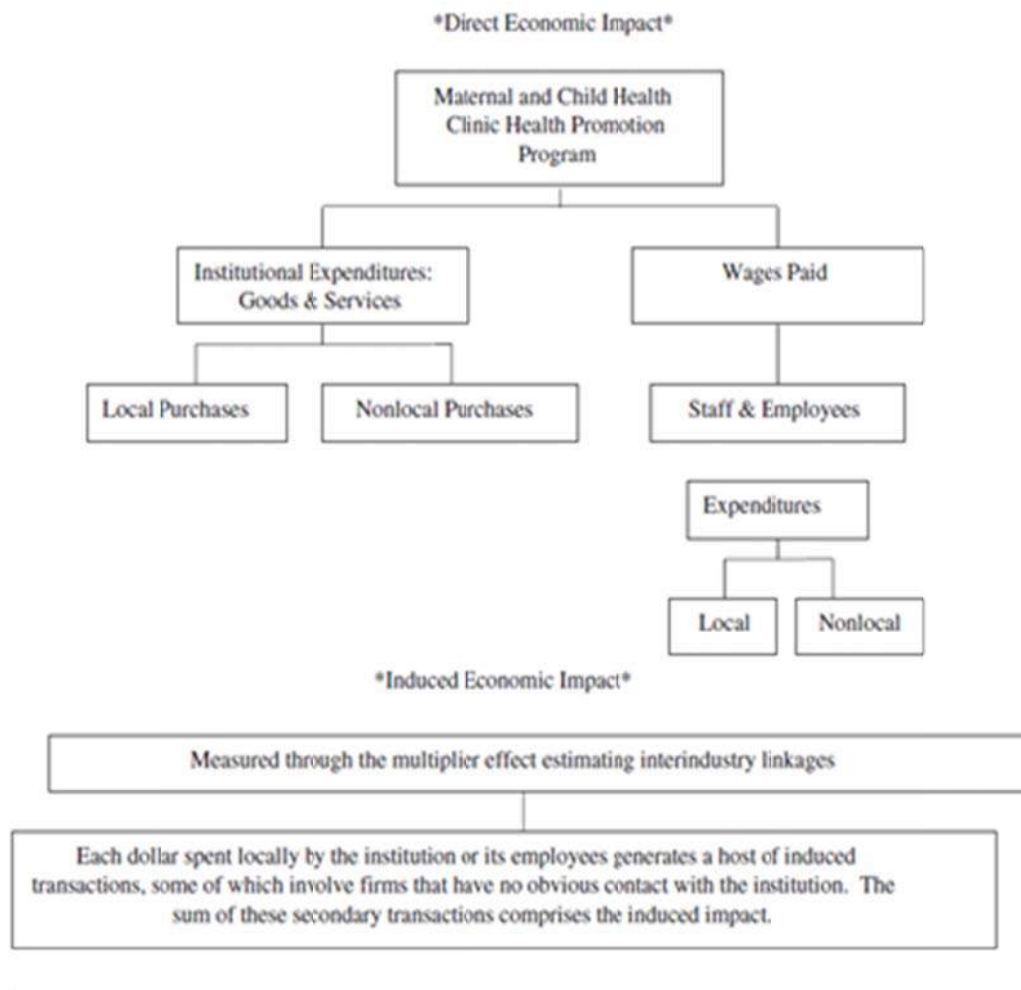
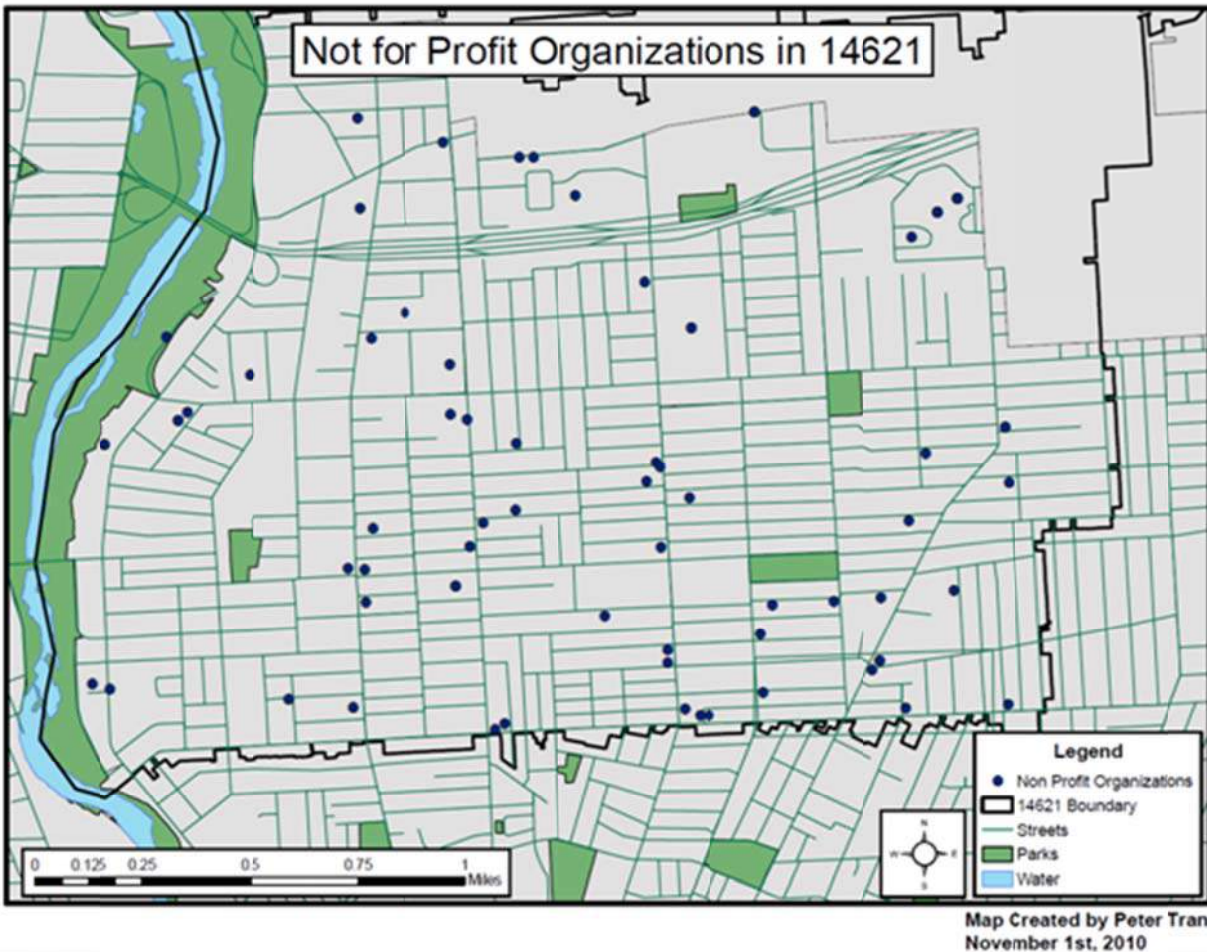


Figure 1. The Multiplier Effect

This chart explains the influx of economic support that can be provided to a community through the function of any type of not for profit organization. The larger an organizations budget is, the larger the economic benefit on the community. The decentralized state of the not for profit organizations in the 14621 community does an excellent job of spreading the economic impact of organizational funds throughout the community, but at the same time the large number of smaller organizations inhibits the budgets of those organizations from reaching their full potential. The map below pinpoints the locations of the registered not for profit organizations which function out of the 14621 community to show the true amount of area covered by the dispersion of these organizations. It is important to note that although each pinpoint represents one organization, there are multiple cases where the organizations are so close together that they

only appear as one pinpoint on the map, as such there are actually more organizations in the community than there are individual pinpoints on the map.



Living Conditions

There are currently almost a dozen not for profit organizations based within the 14621 community which primarily or significantly serve the community in terms of housing needs, as well as an equal amount of organizations based outside of the community who address housing issues in 14621. These organizations operate primarily off of government grants, with the assistance of donations from the general public. Affordable housing development is especially important in the 14621 community as there is a very large rental population and a low rate of home ownership.

The empirical evidence suggests that the government has taken a less active role in affordable housing development. Some have termed this the “nonprofitization” and “devolution” of policy for affordable housing, as not for profit organizations have been used to develop, rehabilitate, and manage affordable housing with the support of private donations and government grant funding (Silverman, 2009). There are concerns that this shift of governance

has resulted in collection of decentralized, small, limited capacity, not for profit organizations holding all of the accountability for housing policy implementation.

Recent studies have demonstrated that there is a difference in values among local public administrators and administrators of community based housing organizations regarding the ability of the not for profit sector to handle the task of housing development. One study shows that not for profit community based housing organizations tend to significantly out value public administrators in their opinions on forming partnerships as well as the importance of home ownership. The most important finding of the study however, is the level to which public administrators and administrators of not for profit community based housing organizations do agree on the future direction and values of affordable housing development (Silverman, 2009). It is important that public administrators as well as community based housing organizations make an effort to collaborate on both funding opportunities, as well as development strategies in order to provide the community with the best service.

The findings that there are a large amount of smaller not for profit community based housing organizations which are held primarily responsible for housing development holds true in the 14621 community to a certain degree. There are a number of organizations who have been very successful in implementing their programs throughout the community, developing neighborhoods, refurbishing and managing housing, and assisting homebuyers with down payments. This particular not for profit sector faces much difficulty due the level of competition for grant funding in the 14621 community.

Social Capital

As discussed in previous sections, social capital has been defined in a variety of manners by social scientists, all of which examine the relationships between individuals of a group in a community setting, and the effect those relationships have on the ability of the group to work together to accomplish shared goals and further common values. Some refer to social capital as the network itself, while others the rules which form the network, and yet others consider social capital to be the benefits which result from those networks (Saxton & Benson, 2005). For the purposes of the analysis of not for profit organizations within the 14621 community the concept of social capital it is best defined as the measurement of the value which is drawn from the social networks within a community.

In a study comparing community social capital with the founding of not for profit organizations Saxton and Benson determined that there is a positive relationship between the two variables. Two core dimensions of social capital, the bridging of social ties and the level of political engagement in communities were found to be responsible for the relationship (Saxton & Benson, 2005). This is of importance to the 14621 community as there is already a reasonably high engagement in not for profit organizations. To increase both social capital and not for profit volunteerism in the community it is important to make an effort to bridge social ties in the community, much of which could be accomplished through collaboration among not for profit organizations.

The overall effects of increased social capital on a community are widespread and involve many separate disciplines. Strictly in terms of not for profit organizational analysis, the impact of strong social capital is an undeniable necessity to community success. Communities lacking social capital are faced with a decreased ability to organize in the effort to solve problems, and therefore are less effective in positively molding their community.

Crime Reduction

The impact of not for profit organization involvement on crime rates is a subject of much academic study in the social science discipline. In 1998 Warren Friedman, Director of the Chicago Alliance for Neighborhood Safety published a report entitled *Volunteerism and the Decline of Violent Crime* to illustrate the relationship that he watched unfold during his heavy participation in the not for profit anti-crime movement.

The focus of Friedman's paper is the reduction in crime which he attributes to volunteerism in the community. Friedman states that the anti-crime strategy of community involvement is "the most effective, democratic, and humane path available to America – the one most likely to make communities safer and friendlier places to live" (Friedman, 1998). Early findings on the project out of the Harvard School of Public Health further the argument made by Friedman, determining that "community efforts not focused on crime do matter", and "social cohesion among neighbors combined with their willingness to intervene on behalf of the public good, is linked to reduced violence" (Friedman, 1998).

These findings are supported by the theory of collective efficacy, or the theory of the informal mechanisms which citizens employ to achieve order without the involvement of law enforcement. This theory of collective efficacy is strongly related to residential stability, a major concern in the 14621 community. The high percentage of rental properties in the community does little to incentivize the residents to stay in the neighborhood, and high rates of turnover are common. Friedman deduces that "if we could increase collective efficacy and achieve that kind of reduction in poor, high crime communities around the country, we would truly be in for a long decline in violent crime" (Friedman, 1998). The link between informal social control and participation in not for profit organizations is by no means a perfectly linear relationship, but there is an association none the less.

The difficulties of organizing collective efficacy extend far beyond the willing participation of the public in volunteer efforts, but extend to leaders of these organizations as well. It is especially important in communities with high levels of smaller not for profit organizations such as 14621 that organizations work to focus on the community as a whole while working to accomplish their individual goals. This takes organizers who inspire others to intervene on the behalf of the neighborhood, through setting a positive example and furthering a culture of activism rather than passivism. It is also important to establish partnerships with outside organizations to develop a sense of collective efficacy. When the activist community is divided into multiple small groups each with its own goals, problems, and organizational structure, there is little sense of cohesion among the organizations.

Although there are considerable difficulties to building collective efficacy in any neighborhood, the 14621 community is in a very favorable position to start the process. The

massive collection of volunteers in the community provides the first step to a community high in collective efficacy, and despite the barriers against it in such a community, there is a great potential to connect these individuals with one another and move the process to the next level.

Chapter 5: Community crime prevention/intervention analysis

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Secondary: Timothy Foran

Community Crime Prevention

The high rate of crime has been an issue that our country has faced for many years. This high crime rate has had a direct affect in Rochester, especially the 14621 area. Crime as well as the fear of crime has negatively affected residents in the area. The quality of life of individuals who live in areas of high crime is lower than the quality of life for those who do not have to constantly fear being victims of a crime. It is essential that the high rate of crime is addressed in order to improve the quality of life for these residents. Formally organized local associations have been known to decrease the fear of crime and therefore improve the quality of life for individuals. The more integrated a neighborhood is, the less that the members will be fearful of crime (Kail and Kleinman, 1985, 400-401). It is therefore important to look towards the community to help address the issue of crime.

There are many different approaches to what should be done to address the issue of crime that our country faces. Theories behind the actions that have been taken have also continually changed throughout history. There are countless factors that effect crime which explains why there are so many different theories about the correct approach to crime. Originally, the goal of controlling crime was to change offender's behaviors. This goal has changed to "managing risks" and addressing the opportunities for crime verses the individual's criminal behavior (Duffee and Maguire, 265, 2007).

Prison, parole, probation are among the formal governmental attempts to combat crime. Along with these agencies, the police are the most visible as well as symbolic form of governmental control within the city (Herbert, 2001, 445). Unfortunately, these institutional attempts have not been fully successful in deterring or preventing crime (Wodahl and Garland, 83, 2009). Community crime prevention is a model that has emerged in order to address the issues that the formal institutions cannot address. Community crime prevention refers to a great variety of programs and because of this the programs can be tailored to the neighborhoods specific needs (Burski and Grasmick, 150, 1993).

Throughout the years and many varying attempts to effectively prevent crime, there have been many changes in the views of what is the most effective form of crime prevention. There are organizations that focus solely on crime, and there are also organizations that are focused on other characteristics of the community. Whether the attempts to control crime are direct or indirect, community involvement is essential in order to achieve effective long-lasting crime prevention (Berrien and Winship, 1999, 32).

Importance of Community

The central institution for crime prevention is the community (Sherman, 1993, 1). This means that it essential for communities to be strong in order for there to be an effective group

working towards crime prevention. There are different factors that have been described as critical for establishing a strong sense of community. A sense of community is defined as “a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members’ needs will be met through their commitment to be together” (McMillan and Chavis, 1986, 9).

Among the factors that make up a sense of community include informal interactions between neighbors, privacy within ones neighborhood, feeling safe within your community, having individuals with a sense of localism or wish to participate in neighborhood affairs, and the want for frequent neighborhood interactions (McMillan and Chavis, 1986, 6). Along with a sense of community being important for effective social controls, local friendship networks as well as participation in local formal or voluntary organizations also influences the effectiveness of a community towards crime prevention (Sampson and Groves, 1989, 779). As the number of individuals working towards the same goal increases, so does the probability of success from their efforts.

A sense of community is also influenced by different individual factors such as length of residency, home ownership, intended or planned length of residency, as well as satisfaction with the neighborhood. This means that when individuals do not own the home that they live in, or that they are not planning to stay in the area for long that they do not feel a deep sense of community. These individuals will most likely not have a strong connection to individuals in the neighborhood and therefore not feel as if they have to become involved to change the neighborhood (McMillan and Chavis, 1986, 8).

A sense of community is important for individuals to have motivation to work towards bettering their situation. For example, if an individual does not have any relationships with people in his or her community they will be far less likely to call them and warn them of an individual that they feel may be causing disorder in the area. They would also be less likely to feel the ambition to work towards cleaning up the area for the benefit of the neighborhood. A sense of community is essential in developing the characteristics that is necessary to both strengthen as well as preserve a community (McMillian and Chavis, 1986, 19).

The characteristics that are described as enhancing a sense of community are closely related to Shaw and McKay’s social-disorganization theory. This is the concept that ethnic heterogeneity, residential mobility, family disruption, and low economic status will eventually lead to crime and delinquency through the disruption of social organizations and the community. Disorganization leads to the inability for the neighborhood to maintain effective social control as well as form informal ties that would assist in solving problems within the neighborhood (Sampson and Groves, 1989, 774-777).

The more informal ties or community networks within a neighborhood will have a direct affect on the amount of crime in the area. This is because with an increase in community networks and communication, the social controls that deter crime and delinquency will be stronger. Among the agents of social control that deter crime include family, community organizations, as well as close friendship ties. One of the simplest forms of social control within an area is the interaction between neighbors (Bellair, 1997, 679).

This means that members of the community need to become involved in order to be effective as social control against crime. The more familiar individuals are with one another in their neighborhood the more likely they would be to turn to them for assistance with addressing an issue. Also, if neighbors are familiar with one another it will be easier to tell when individuals who are not from the area are causing problems in the neighborhood. Neighbors’

talking with one another creates a network of information that is useful in the efforts against crime. It has been found that in areas where there is a good amount of community interaction, that there is less of a risk of household burglary (Bellair, 1997, 679).

Community involvement is essential for crime prevention efforts to be successful. Whether they are working with the police or other organizations, or just becoming familiar with their neighbors, having a sense of community and becoming involved is very important to make a difference in the efforts towards the large prevalence of crime that our country is has been and continues to be facing. In order for the quality of life of residence to improve, there needs to be large steps made towards crime prevention; whether the efforts are direct or indirect, the community plays a large and direct role in the success of crime prevention in this area.

Direct Approaches to Crime Prevention

Many different community programs have been enacted in hopes of preventing crime. One approach to crime prevention is using a direct approach to combat crime, which has programs focusing solely on deterring criminal behaviors. An example of a direct attempt to combat crime is through social planning. This is the idea that you decrease opportunities for crime through programs such as block watches. This requires that the community combines efforts and works collectively towards addressing the problem of crime within their neighborhoods (Bursik and Grasmick, 1993, 150).

Other attempts to address the opportunity for crime include blocking or removing the physical characteristics of an area that attract crime. For example, blocking off an alley way that continually attracts criminal activity will prevent these criminal actions from occurring. Other measures include installing better locks on doors, upgrading security of home or businesses, or blocking off the alleyways where crime constantly occurs (Bowers, Johnson, and Hirschfield, 2004, 286). Although these efforts will be beneficial for the area it can also be seen to do nothing but displace criminal activity to other times and areas.

Community efforts towards crime prevention are also done through close relationships with police officers (Bursik and Grasmick, 1993, 150). Community policing is one way that law enforcement incorporates members of the community in efforts towards crime prevention. Community policing is a style of policing that encourages the engagement of community members with developing solutions to crime and social problems. This type of policing views the relationship between police and community members as more of a partnership than traditional police and citizen relationships. This partnership is seen as beneficial to coproduce public safety in the area (Glaser and Paker, 2001).

Community policing also places an emphasis on different goals than traditional policing. Under community policing the police would work more proactively than reactively. The police would also look specifically at each different community in order to understand the fears and the goals of the area. They would then police in accordance to these differing neighborhood qualities (Walsh and Vito 2004). Police officers would use different approaches to policing when they are working under a community policing model. For example, programs such as foot patrol and the existence of police substations are among police outreach programs that are emphasized through a community policing model (Herbert, 2001, 228).

Police and community relations and compatibility is seen as essential for successful collaboration. In order for this relationship and partnership to be successful, characteristics such

as staff preparation and incentives from collaboration are necessary. These efforts must be present because it has been shown that efforts to combat crime that are parallel with one another are very unsuccessful. Mutual engagement must be present because there are so many overlapping issues that need to be addressed simultaneously and in order to do this the community and the police must work hand in hand (Geller and Belsky, 2009, 75).

Unfortunately, a direct approach to crime prevention alone does not seem to be effective. One of the reasons is that it is difficult to keep local participation in these areas. This is because crime seems to be a “no win” situation, which causes community members to feel defeated. Individuals don’t want to continually attempt to work towards something that is not being fixed (Bursik and Grasmick, 155, 1993). When people are putting time and effort into making changes in their neighborhood they would rather work towards something where they can see immediate results from their efforts.

Indirect Approach to Crime Prevention

After many direct attempts to community crime prevention, it has been shown that the most effective approach to crime is an indirect one (Burski and Grasmick, 151, 1993). It has been shown that any strategy to reduce crime that is focused solely on police will fail. “It is only through empowering communities to control themselves that criminality can be effectively reduced” (Herbert, 2001, 449). Communities provide informal social control that has a large impact on decreasing crime and delinquency.

Indirect approaches to crime are also seen as more effective because as was mentioned before, community organizations that focus solely with crime prevention often have difficulties with keeping individuals engaged and involved with the programs. This is because crime is such a complex problem that individuals feel that if they don’t see major results immediately that their involvement is not helping and they give up (Bursik and Grasmick, 155, 1993).

Also, if an approach is broad and local it will be more effective because it can better address the problems that the community believes need to be fixed (Bursik and Grasmick, 155, 1993). Community involvement will ensure that the government is aware of the current problems that the community is facing. It will also provide a way for the community to be held accountable to assist with crime prevention in their neighborhood. Being able to localize approaches to crime is important because even within a city, different neighborhoods require different degrees and types of attention towards crime prevention.

Localized efforts to address crime are essential to determine and fix the specific problems that are present within the area. Organizational and social characteristics of a neighborhood have been determined to explain the amount of crime compared to other neighborhoods. This means that the specific characteristics of an area need to be closely evaluated and the specific causes of crime must be determined before any efforts toward crime prevention can be successful (Sampson, Raudenbush, and Earls, 1997, 918).

One well known indirect approach to crime prevention is through local development. This includes the broken windows theory, which is that if an area is underdeveloped or poorly taken care of it will lead to individuals believing that no one cares. This will then lead to more disorder because individuals will be drawn to that area in order to commit more crimes (Bursik and Grasmick, 47, 1993). If minor issues such as broken windows are quickly taken care of it will demonstrate to individuals that there is effective social control in that area. This presence of

social control will therefore prevent more serious problems from developing (Herbert, 2001, 448).

Along with disorder such as broken windows attracting more crime into the area, it also causes withdrawal of individuals from the neighborhood. This means that individuals will either move out of the area or just simply stop being involved in actions to better the neighborhood. Individuals do not want to continually work at bettering their neighborhood if they are not benefiting from the results. This will then increase the disorder and effectiveness of social control of the area (Herbert, 2001, 448). Disorder therefore needs to be quickly addressed in order to deter crime as well as preserve the efforts from individuals within their neighborhood to maintain the area.

Another aspect of broken windows theory is the idea that the police need to be focused on the minor disorders in order to prevent further disorganization or deviance. Offenses such as loitering, vandalism, excessive noise, and disorderly behavior need to be addressed and taken more seriously in order to prevent them from developing into larger problems. An example of this is the zero-tolerance policy in New York City. The police were very strict against minor offenses, specifically the roadside “squeegee men” in order to prevent minor disturbances from turning into major problems. The strict enforcement was credited for decreasing the amount of crime within the city (Herbert, 2001, 449).

Along with fixing the physical characteristics of an area that contribute to crime, an area also needs to address all of the social factors that also contribute to crime. In order to see successful efforts towards crime prevention in an area there must be a focus on other aspects of the community which include education, jobs, health, safety, housing, and more. These efforts must be both integrated and simultaneous. Improvements in these areas will not only increase the quality of life of those living in the area, but it will also have direct effects on the amount of crime due to the fact that these are variables that are believed to be significantly related to causing crime (Geller and Belsky, 2009, 17).

There are also many other benefits from focusing on improving these aspects of a community. When a neighborhood has improvements in different fronts there is an increase of social capital in the area, which as was discussed before is essential to community crime prevention. Increased real estate will increase the desire of protection from its residents. This will increase the presence of interaction and degree of neighbors watching out for one another. Along with social capital, when an area is developed it also makes it easier for police to patrol. This is because when an area is flourishing it makes it easier to figure out the minor problems that are causing crime. This means that the police will more easily be able to address the issues that are causing crime before they become widespread or more serious (Geller and Belsky, 2009, 17).

Another indirect approach to crime prevention is to integrate them into activities of a more general multi-issue neighborhood organization. This is because the organization will already be established and will have leaders who know about successfully running an organization. The group will then already have members who are committed to their community. The organization will also have resources as well as established relationships with other organizations that they can turn to if they need assistance. This is essential because in order for community prevention organizations to be effective they must be able to find resources controlled from outside sources and bring them into the community (Bursik and Grasmick, 1993, 180).

Throughout all of the different attempts to crime prevention, an approach that is indirect and includes collaboration of community members has shown to be the most effective. An indirect approach focuses on the characteristics of a neighborhood that are seen to be causes of crime. Indirect approaches also allow for a local focus which benefits the area by determining and focusing on fixing the problems that are present within a specific community. Therefore it is important to engage communities in indirect approaches to crime in order for community crime prevention to be successful.

Collaboration

It has been established that along with indirect efforts, that collaboration is essential in the efforts towards crime prevention. If agencies work together versus individual there would be a greater sharing of information as well as combining efforts in order to address problems collectively. Strong partnerships will strengthen organizations within the criminal justice system (Klofas, 2010). With strong organizations, the community will have a better chance at effective community crime prevention efforts.

The idea of collaboration is part of the New Criminal Justice that emphasizes not only collaboration between agencies, but also focuses on a local approach. This means that it takes individual circumstances, interests, and conditions into consideration when deciding policies or efforts that should be used within an area (Klofas, 2010). Focusing on the local conditions to establish programs will provide a more effective approach to crime prevention because it will address the issues that are having the largest impact on the community at that time. Although crime is a national problem, the immediate causes as well as the severity are not equal across the country meaning that each area should be assessed individually to determine the approach that will be most successful.

One example of a community focused collaboration that was successful was in Boston. The police worked directly with community members as well as the churches in the area in order to combine efforts towards fighting crime. When different groups work together information is shared and resources can be combined in order to have a greater effect in the neighborhoods. For example, in Boston different agencies such as police, probation, youth workers, the school, clergy members, as well as others met and shared their information about what was occurring on the streets (Berrien and Winship, 1999, 29). This sharing of information allowed the agencies to be more aware of what to look out for and also provided one another with resources to turn to if they needed assistance.

This collaboration of the agencies combined efforts towards one goal, which made it much more efficient than each organization attempting to gather all of the information and address the problems on their own. The different collaboration efforts that were developed in Boston effectively reduced the resentment towards police that was prevalent during that time. The police working collaboratively with the community members and other organizations showed that they cared about the citizens that they were serving. It also showed that there were great efforts being put towards an issue that was of high public concern (Berrien and Winship, 1999, 29).

There are different characteristics that should be present in community involvement in order for collaboration to be possible. Direct communication with the community members is essential to ensure that the police and other organizations are getting the correct information. Listening to the requests of the community is important to show the citizens that they care about

their input. If an individual feels that their input is valuable and that they are making a difference they will be more likely to continue to participate in the organization. Continual and regular meetings and conversations between different groups establishes relationships and therefore builds trust between different organizations (Berrien and Winship, 1999, 29).

Collaboration between different organizations as well as the community members is seen as an essential component to effect crime prevention. When efforts are combined there are more individuals as well as resources working towards the same goal. Combined efforts also increase the social capital of the area, establishing relationships between different individuals. With collective efforts, the community efforts will become stronger and the area should see direct and positive results towards crime prevention.

Challenges to Community Crime Prevention

Crime prevention programs are developed in response to a theory about crime. This means that there are many resources that are being put towards crime prevention that rely on a specific explanation to why crime is occurring in the area. This means that success of crime prevention relies directly on these theories being correct. Because of this, one downside of community crime prevention is that the programs might fail if they are based on a wrong theory when determining causes of crime within their specific community (Bursik and Grasmick, 1993, 153).

Another challenge to community crime prevention is that it requires a large amount of involvement from community members in order to be successful. As was discussed before, because crime prevention efforts are often seen as unsuccessfully based on the amount of crime that is still present, it is difficult to keep community members engagement for large amounts of time. Many times the only times that individual will become involved with the community is if their neighborhood is facing a specific problem. When this happens, individuals will become very involved in attempts to address the problem that they are concerned with. The downside of this is that once the problem is address they are no longer interested in participating in the community and go back to not being involved. Therefore a challenge to successful community efforts to preventing crime is somehow keeping community members continually involved (Bursik and Grasmick, 1993, 155).

Challenges to community involvement may also occur when there are attempts from an outside organization to address crime problems within a neighborhood. The community often times will look at these individuals with resentment because they feel that they don't know or fully understand the problems that their communities are facing. This resentment will often lead to decrease rates of involvement from community members (Bursik and Grasmick, 1993, 150). Community members may feel that it is their responsibility to take care of their own neighborhood and will therefore not want to accept help from "outsiders". Another problem is that community members may also refuse to become involved because they resent the fact that they have to assist in crime prevention which they believe to be the job of the government.

Countless programs and organizations have been established that have been continually trying to figure out why crime is so prevalent, and what can be done to fix it. The community is directly affected by crime that occurs within their neighborhood. As described by Justice Department official James Stewart, "poverty causes crime, and crime causes poverty" (Geller & Belsky, 2001). This statement shows how fixing an area which is both stricken by poverty and crime makes finding a solution difficult because both cause one another. This is often the case

that in order for crime to be addressed there are numerous other problems within the community that must first be addressed. Before crime can be addressed the community needs to fix the problems of poverty, residential mobility, lack of community involvement, unemployment, or the countless other characteristics of a neighborhood that are leading to crime.

Analysis of zip code 14621

Crime has been a major problem in Rochester for many years, and has specifically been prevalent in the 14621 area. A largely emphasized consensus is that the community needs to work together with governmental organizations in order for any crime prevention efforts to be successful. Many different organizations in Rochester have been working towards better collaboration in order to combine efforts to attempt to combat crime.

The 2009 project impact plan is among many plans that have been organized in the Rochester area towards the goal of crime prevention. The plan includes enhanced patrols by the New York State Police Department, as well as the Monroe County Sheriffs Department and the Rochester City Police. This means that they look specifically at crime such as when and where it is occurring and based on these results patrol accordingly. This takes lots of researched because where they should be patrolling is based on predictors and extensive research. This research determines peak hours, days of the week, and weeks in the year where crime is the most prevalent. Patrols are then deployed where crime is the worst.

The project impact plan includes collaborative and comprehensive strategic law enforcement planning, data and analysis led policing, enhanced probation enforcement, and enhanced community involvement. The community is involved through parts of the plan such as pathways to peace and Police and Community Together against Crime (PAC-TAC), which will be described in further details.

Pathways to Peace was established in 1998, and consists of a street-level team of outreach workers that are trying to make a difference in the community. They focus specifically on decreasing the amount of crime that the city is currently facing. Networks are set up with available resources in order to provide youth with the services that they need. The program offers prevention, intervention, and monitors the youth that are receiving support. The program is also very accessibly by being open seven days a week from 3pm until 11 pm, which are times where youth are out of school and have the most opportunity to get into trouble.

When Pathways is notified that a situation has occurred, or receives information about a possible problem they immediately try in intervene in order to prevent any situation from getting out of hand. If an incident has occurred they offer mediation to the individuals who are involved. They will bring them together and attempt to come to a peaceful solution. After a solution has been figured out they will check back with the issue about three months later to ensure that the problem has not once again escalated.

Along with addressing issues that have already occurred, pathways also provides resources to youth in order to be proactive and prevent issues from occurring. The organization provides youth with whatever resources they need to help them protect themselves and stay out of trouble. They talk with an individual and figure out their specific needs in order to refer them to other agencies in the area that they believe can address these needs. Pathways must therefore work closely with other organizations in order to provide the youth with the correct services. The needs of the youth today are very complicated which makes it impossible for one organization to offer all of the assistance that different individuals might need.

After meeting with the director from pathways to peace, it became clear that there are certain elements that the organization felt needed to be fulfilled in order for crime prevention to be successful. One of these is that there needs to be more cohesion between groups working towards the same goals. Different groups are trying to accomplish the same goal but are often times using opposite approaches to achieve their goal. Along with a more consistent goal between groups, groups working together to be proactive is seen as a necessary component for successful prevention of crime.

Police and Citizens Together against Crime (PAC-TAC) is an organization that is made up of volunteers within the neighborhood. These volunteers work with an officer that is on duty and they walk the neighborhoods and interact with citizens. This is done in order to establish a presence in the community. These individuals receive extensive training and have radios that they use to call police officers if they witness criminal activity or need assistance for any reason.

In the 14621 area, there are about 20 individuals who volunteer to be a part of PAC-TAC. When these individuals are on the streets they serve as the “eyes and ears” of the police and help notify them of issues that are occurring. They also provide an increased sense of presence in the area which deters any immediate crime that may have occurred if they were not there. While they are patrolling, they also improve the quality of life in the area; while they are patrolling they will often clean up garbage or take care of minor disorder that is present in the neighborhood. One issue that PAC-TAC faces is the reliance on volunteers. It is difficult to expect frequent and consistent patrolling from individuals who do not get paid.

Another measure that has been taken to combat crime is the police overt digital surveillance system. This system set up 50 cameras placed in strategically planned high crime areas and more cameras continue to be set up. There is a center that is located in the Public Safely building that monitors these cameras 24 hours a day seven days a week. The center is equipped with police radios in order to quickly notify police officers if any criminal activity is suspected. Along with assisting police in patrolling, these cameras are used in order to provide reassurance to the individuals living in the neighborhood. They feel safer knowing that the cameras are watching the activities that are occurring outside of their homes

After meeting with individuals from the Neighborhood Service Center, it became clear that the cameras main purpose was assisted police with doing their jobs along by gathering information about crimes that occurred. As was previously mentioned, they also provide assurance to members of the community. One problem that has been noticed is that the cameras do not reduce or prevent crime, but rather displace it. This means that individuals view the cameras and realize that they need to move elsewhere out of the camera’s view to partake in their criminal activity.

Not only do the cameras displace crime but they are also tested by individuals in order to assess their effectiveness. For example, on a couple occasions a group of individuals tipped over a large pillar that was in view of the camera to see if the police would respond or not. They intentionally commit acts in order to test the police to see whether or not the police show up when issues within the cameras view occur. Another example is that in one area individuals actually used a ladder to place a bag over the camera in order to prevent it from tapping certain actions. Although these actions are not major, they are successful in disturbing the peace that the camera brought to the area.

Along with the cameras set up there are also other technological measures that have been taken against crime. Crimestoppers is a phone number, or hotline to call if you know information about a crime that has occurred. The tip line attempts to prevent any fears that

individuals might have about calling by allowing the caller to remain anonymous and not asking for any type of identifying information. This tip line is staffed by police personnel, and governed and run by a volunteer board of directors. It is a non-profit organization that is supported by donations of goods, money, and services from individuals, organizations, or other social groups within the community.

Do the right thing, is a program that honors youth for completing an “act of kindness”, or just as the title explains, for “doing the right thing”. Youth in the community are nominated by adults and are recognized by the community. The hopes of the program is to develop a sense of pride for doing the right thing among youth and for these youth to be established as peer role models to other youths.

Uplifts is a multi-disciplinary group that has worked together towards crime prevention and has been viewed as very successful in improving the area. The city is assessed and certain areas are chosen for the group to intervene and improve. The areas are chosen based on certain standards which include recent increases in crime and complaints or the occurrence numerous homicides within a short amount of time. Once an area is chosen a team will get together and sweep the area providing a variety of services and cleaning up the street.

Individuals that are present for these sweeps include cops, inspectors, animal control, environmental control, neighborhood organizations, RGE, among many others. The group goes in and will go door to door to find out any issues that those in the area believe need to be addressed. Any noticeable problems with the area will be fixed; they will clean the area, recover weapons and drugs, as well as provide any services that they feel are necessary. This collective action is very beneficial because the area gets most of their issues taken care of all at once.

Not only does the area benefit from the sweeps, but the individuals who are conducting the sweeps are also positively affects. For instance, the individuals from RGE are included because they check all the houses for stolen meters. They are paid extra not only for participating in the sweep, but also for every stolen meter they confiscate; this use of incentives for the workers increases the probability of them participating. This is beneficial to the area because the houses that are stealing electricity will often be a know drug house; RGE confiscating the meter will not only turn off their electricity but will most likely shut down the operation of the location as a drug house.

The neighborhoods respond very positively to the uplifts because they are able to voice issues that they believe are wrong with the area. This approach decreases the fear of individuals of being a “snitch” because the organizations go door to door verses just responding to one household if a complaint is called in. The sweeps are also important based on the broken windows theory. When individuals are coming from out of town to look to buy drugs they usually will not look in an area that is well kept up. The deterrence of crime from outside individuals, along with drug houses being shut down will decrease crime in the area, at least temporarily.

Along with all of these programs, the city has crime prevention officers (CPO) that are a big asset to crime prevention in the area. These CPOs are stationed at 500 Norton Street, which is the Neighborhood Service Center. They were stationed there to provide another location where citizens could go to report issues and meet with police officers without have to go to the actual police station. Currently there are four crime prevention officers in the 14621 area; two officers patrol during the day and two during the night shift. Along with policing the area, they complete many different tasks from undercover surveillance to attending and assisting at block

club meetings. These officers are very essential to the area because they address the issues that the patrol police cannot address.

These officers are very beneficial because they are more positively responded to by the community than the usual patrolling officers. They work from more of a community policing point of view and get to know the residents in the area. This makes the residents more likely to communicate with the officers. This also removes the aspect of “us verses them” which is a major obstacle that police officers face when trying to obtain a relationship of trust with those in the neighborhoods.

As often as possible, these crime prevention officers work proactively in order to prevent issues before they occur. The crime prevention officers perform many varying actions in order to combat crime which includes surveillance on drug houses, attending the block club meetings, staying in contact with the community members, communicating with individuals in order to determine the issues that they would most like to be addressed, as well as completing any requests that the patrolling officers cannot address. They also spend time developing strategies to address the issues that the community is currently facing.

After meeting with Lieutenant Wiater and touring the 14621 area with officer Majewicz, numerous problems became apparent. One is that the area cannot be looked at as a whole. Within the zip code 14621 there are numerous areas that are significantly different from one another. These areas differ in concerns with anything from the number of vacant houses to the amount of crime that occurs within the area. One street may have a majority of the houses vacant on the block which will have different problems than a street where all of the houses are occupied. Another block may have individuals outside playing games and conversing with their neighbors where the next block will seem vacant because everyone stays inside their house.

A second trend that became clear is that community involvement is essential to crime prevention. Lieutenant Waiter described community involvement as the most effective way that a community can work together towards crime prevention. There is a direct connection between community involvement and the resolution of problems within the area. This means that with increased community involvement or collective efforts towards improving their neighborhood, the area will face fewer problems.

There are numerous ways that a community member can become involved with organizations in their neighborhood. Different neighborhoods in the area have block clubs where those living in the area meet to discuss the problems that their area is facing. This provides a place for members to find out information about different organizations that provide assistance that they may need. It also establishes relationships between individuals living in the area. They will become familiar with one another and therefore be more inclined to turn to one another for assistance. The block club leaders may also have individuals from different organizations come to talk with the community members at the meeting. For example, a worker from the Rochester Housing Authority, and candidate for Senator Mary Wilmont were present and spoke at the block club meeting on Clifford Ave on Thursday October 14th. These appearances are very important to the citizens who attend the block clubs who like seeing that their efforts are noticed by community members. The presence by government workers also shows that the combined community efforts are appreciated and that they are there to serve those living in the community.

Block club leaders often attend meetings such as the police and citizens interaction committee (PCIC) meeting, where the crime prevention officers hold a meeting where any community member can attend. The crime prevention officers inform the community about any important events that have occurred in the area including criminal activities as well as arrests. At

this meeting community members also let the officers know of problems that are happening in the area. This provides information that the officers may not be able to find out on their own or may not realize is having such a large impact on those living in the area. This is a great example of community policing where the police and the community works together to share information as well as establish relationships to collectively address the problems within the neighborhood.

There are currently 31 block clubs and street leaders in the area, with other areas that have potential to develop into block clubs. Along with the block clubs, there are many other community organizations in the area. There is great potential in this area for all of the organizations and individuals to work together to make a great difference in the area. If the different community groups in the area worked together there would be more resources being put towards the same goals and would be more efficient than working individually.

Although there are quarterly meetings with the block clubs, if the block club leaders met more often there would be a larger network then just the immediate communities. One block club might be very good at providing a certain service for their neighbors and could assist other areas with improving that skill. They could also bounce ideas off of one another in order to come up with ideas to address their problems. This would lead to more effective block clubs because relationships would be established that would allow for the sharing of information as well as resources if needed.

Therefore, members of different block clubs, specifically the block club leaders should meet more regularly than 4 times a year. The block clubs might feel that they have enough to worry about in their neighborhood that they don't need to become involved with other block clubs. It is important to understand that a problem that is occurring within one area will not take long to be dispersed into another area. Therefore one block club might be facing an issue that another was previously facing and they might be able to come to a quicker resolution if they hear ideas from individuals who have recently fixed the same problem.

One of the most simple and important way that Lieutenant Waiter said community members should get involved is as easy as calling 911. If the officers are aware of the problems that are occurring then they can better address them. He finds that individuals often don't believe that a situation is severe enough to call 911 or that they are scared of retribution if they find out that they called the police. The police cannot fix a situation unless they are called and made aware of it, so it is essential that community members do their part and call to make the police aware of situations that they need to have resolved.

Individuals' refraining from calling 911 is one major obstacle to community involvement towards crime prevention. If people are scared or feel that it is easier not to get involved then the problems that they are facing will continue to occur and will most likely become worse. Another obstacle that is faced with community crime prevention is the lack of continued involvement by citizens. Often times there might be a large group who successfully work together to combat a problem that they're facing in their neighborhood but once the one problem is fixed they no longer remain involved. Community involvement needs to be constant for effective community crime prevention. Individuals also may not get involved because it is not directly affecting them. This becomes problematic because a problem that is occurring in one neighborhood will more than likely eventually escalate or disperse and affect other neighborhoods so citizens needs to make the police aware of these problems.

The community therefore needs to be educated and made aware that there does not need to be a major emergency to call 911. Even if they believe that the police already know about an issue, or that it is minor they should call because the police can often not address an issue unless

it's called in. This would benefit the residence by getting their problem fixed, but it would also help reduce distrust in the police by individuals who see a problem occurring in their neighborhood and assume the police are aware and are just not responding to the problem.

Along with the basic crime prevention involvement of calling 911, direct involvement in organizations such as the neighborhood block clubs would substantially assist in reducing crime. If more individuals were involved with the block clubs there would be a greater sense of community in the area. Relationships can form that can allow for community members to work collectively towards sharing information with one another and keeping an eye out for one another.

With all of the different organizations in the area there is great potential for the community members to get involved as well as for the different groups to work collaboratively to have a large impact on crime prevention. There are about 77 block clubs and organizations in sector 9 which have attributed to reductions in crime. Often times these organizations face problems with community involvement or are not known about by the community members. If the organizations worked together there would be a much larger group working together towards the same goal.

An example of this is the clean sweep program. Community members stated their dislike about the program because they feel that their community members should be held accountable for keeping their neighborhood clean. They do not feel that someone else should be coming in and cleaning up after them and some individuals feel ashamed that this has to occur. Unfortunately, with all of the vacant houses in the area and the lack of community involvement, it becomes difficult for upkeep of the area. This problem could be resolved if the neighborhoods gather enough people to work together who could effectively conduct a program such as clean sweep. One example of this would be for the block clubs to meet and work collaboratively towards their goals. For example, there are different organizations that come into the community in order to address issues and clean up minor disturbances. If the block clubs worked together they could combine their resources as well as man power and go neighborhood to neighborhood cleaning up. They could pick the areas that need cleaning or special attention and work together to fix it up and maintain one area at a time.

This clean up collaboration would go hand in hand with the ideas presented in the broken windows theory. If each neighborhood worked on cleaning up minor disturbances such as litter, or maintenance of the vacant houses in the area, then less crime and disorder would be present in the area. Working first on the minor problems such as broken windows would prevent larger problems from resulting. Therefore, if the neighborhoods first focus on the maintenance of their neighborhoods it would go a long way towards improving the perception of the area and decreasing the amount of disorder and crime. This would allow the community to be directly involved in the maintenance of not only their immediate neighborhood, but also those around them which will have a positive impact on the city as a whole.

Collaboration should also extend beyond the block clubs to members of different organizations. The presence of the crime prevention officers at block club meetings is beneficially for many reasons, including that they offer information to the residence as well as an ear to listen. It would be beneficial for other members of different organizations to attend these meetings and hear directly what their citizens feel need to be done or to provide information about services to the citizens.

If more individuals from different organizations were to attend block club meetings then they could work towards decreasing the disconnect that exists between the community and

organizations. There are many different organizations in the community that offer different services that the community may not be aware of. If there was more communication between different organization and the block clubs then the citizens could become more aware and therefore utilize the benefits from these organizations that are in place to assist them. If individuals were more aware of where they could go to receive help or of all of the different ways they could be assisted they would most likely be more satisfied with their quality of life.

Along with different organizations within the community becoming involved with the block clubs, the city should also become involved in order to enhance the effectiveness of these community organizations. The citizens would greatly appreciate city representation at their meetings and it would allow for a direct connection between citizens and those who are serving them. The block club members would feel not only that they have a voice but that they are making a direct difference. The first step towards addressing problems in one neighborhood is making individuals who can help fix it aware of this problem; if city representatives were present at the block clubs meeting the block club members would be given the chance to start the process of improving their neighborhoods.

In conclusion, crime prevention efforts would greatly benefit by an increase in collaboration by both community members as well as community organizations such as the block clubs. Along with collaboration community involvement is essential for successful community crime prevention. Increasing relationships within neighborhoods and addressing the minor issues in a neighborhood will improve the perception of the area and therefore decrease the levels of crime. There is great potential in the 14621 area to reduce the amount of crime if individuals worked collectively and utilized the different resources that are provided to assist them. Throughout collective and well-planned organization, the 14621 area has great potential to significantly reduce the amount of crime their area is facing and increase the quality of life of its residents.

Throughout analysis of the area, it has become apparent that the police and the formal institutions cannot alone address the issue of crime; the community has to be directly involved in order to reduce crime. There are many positive aspects of the 14621 in regards to community involvement; there are quite a large number of community organizations that are established and more continue to be developing. With the large number of individuals who participate in the area, there is great potential for this area to improve on this involvement work collectively to make some positive changes in the area. Working collectively will not only increase the quality of living of its residents, but will also directly contribute to decreasing the amount of crime in the area.

One of the main issues with community crime prevention that needs to be addressed is community involvement. For any organization involvement is important, but for crime prevention, community involvement is essential. One of the largest community involvement obstacles is the basic task of calling the police. There are many different factors to why individuals would not call the police in the case of crime or minor issue, but these issues need to be addressed and overcome in order for there to be a reduction in crime.

In conclusion, crime prevention efforts would greatly benefit by an increase in collaboration by both community members as well as community organizations such as the block clubs. Along with collaboration community involvement is essential for successful community crime prevention. Increasing relationships within neighborhoods and addressing the minor issues in a neighborhood will improve the perception of the area and therefore decrease the levels of crime. There is great potential in the 14621 area to reduce the amount of crime if

individuals worked collectively and utilized the different resources that are provided to assist them. Throughout collective and well-planned organization, the 14621 area has great potential to significantly reduce the amount of crime their area is facing and increase the quality of life of its residents.

Chapter 6 Recommendations

Business Recommendations

One of the issues outlined within the business section of this analysis is that of larger companies being relatively absent from the community. Such companies like Wal-Mart, TOPS Supermarket, and Hickey Freeman are assets to the community; however, they are not as involved as they should be. These businesses contribute to only a few charities and community efforts, if at all. Many of these companies contribute efforts and money to areas outside of 14621. An issue that has been widely voiced among businesses is that of needing to see a value to their efforts. Many of these businesses cannot see the value in contributing to create a safer environment or to beautification efforts. This concern can be addressed through meetings with such companies to explain the importance of their contributions to the community. Theories such as Broken Windows and CPTED have shown that improving the environment can bring increased business, and helping such companies to understand this is crucial. Efforts made by these companies would benefit those living within the community, including many of their current employees. Contributing to the community can enhance employee safety and therefore can improve their work habits. If an employee is less concerned about issues pertaining to their neighborhood they will be more likely to be concentrating on their job. Beyond simply donating time and money to 14621, they should be encouraged to hire locally. The community is in need for jobs and such companies can help employ local residents. Currently Wal-Mart, TOPS, and Hickey Freeman are not contributing to 14621 to a great enough degree. These companies could have a major impact upon the local area if they become involved. Involvement however requires effort upon Group 14621 to help them understand the importance of their participation. For this to occur, meeting physically with management in each company would be necessary to convey the need for their involvement. Instead of donating time and money to other areas, they should be encouraged to spend it within the area they serve, 14621.

Larceny is a major issue within 14621, but a large proportion of it is seen around Wal-Mart. Wal-Mart has a high rate of reporting incidences of larceny to the police compared to anywhere else in the area. This results in the police arresting the individual, but rarely having any future result. The frequency of calls for assistance exhausts police resources that could be used elsewhere. It has been mentioned that the police have been called to this location even though an officer is already on the premises. Such instances only tie up further police resources. Wal-Mart currently implements both surveillance cameras and sensors upon their shopping carts to deter theft. These efforts are a step towards increased self regulation, but a greater effort needs to be made. This company needs to realize the resource it is taking from the community on a daily basis and should try and solve these issues within the company rather than relying upon police to such a degree. It is recommended that an effort needs to be made to talk with both police and management at Wal-Mart to resolve the issue. It is important for police regulation within the area, but must be to a lesser degree so that the resources can help other areas of the neighborhood.

Pawnshops within 14621 have steadily increased in number. There are numerous pawnshops within the neighborhood, many of which are less than a half-mile away from one another. Issues such as the crowding of stores that provide the same service are common within

the area. This not only includes pawnshops, but also auto body shops, pharmacies, and corner stores. This problem has risen from the city providing permits to businesses that wish to develop in an area. These permits are given out with little planning of the impact such a business will have within that locale. This means that as long as the business is seen as legitimate, the permit will be given even if that resource is already present next door to that location. Increased planning in the handing out of permits would help spread resources to where they would see the most benefit for both the consumer and the company. A more affective plan needs to be made to keep specific businesses from piling up within one area and being absent from others.

A group that has been increasing in prevalence within the community is that of a reentry population. Many people coming into the community are either leaving jail or prison. These groups of people often lack many necessities when coming into the community, one of which includes employment. Reentering society is a difficult task, but would be made easier if local businesses were encouraged to hire such individuals. By hiring this reentry group, these businesses would be providing work for those within the neighborhood and also helping them get back on their feet. It is often difficult for these individuals to gain employment, thus if hired they would be a dedicated work force. Encouraging businesses to hire this population would be beneficial for both parties.

Another group within 14621 that is in great need of assistance from local businesses is that of the youth within the community. There is a large population of youth within 14621 and continues to grow. This younger population is at risk to become involved within criminality if there is not an alternative present. An alternative can mean afterschool activities, sports, or employment. Many of the youth within the community do not have a job, but there is a great desire for one. As with the reentry population, businesses should be encouraged to hire youth within the neighborhood. By providing this age group with work, it helps them to take responsibility and to have something to fill their free time. Businesses would gain employees that greatly desire a job and would again benefit both parties.

An asset to the community can be found within the local business associations. These associations help bring ideas and concerns collectively to where business owners can work together to resolve them. Such collaborative efforts are highly beneficial to the community and to business. To enhance this practice, it's recommended that such associations work towards getting more businesses involved. Increased involvement will help in numerous ways. With more businesses involved, there will be more collaboration surrounding specific issues. This means that a business association can tackle larger issues than before. These new businesses will also bring other concerns to the meetings and thus provide a more representative list of concerns among businesses in the area. By knowing what issues affect businesses the most, the association can then work together to fix them. The increased participation and contributions will make the association stronger, thus any goal that is pursued will be easier to attain and the solution to be more effective. This collaboration does not just have to be amongst businesses within that specific area, but can also be with other associations. Often times working with others towards improving an area within the community can have a greater affect if it's done collectively. Increasing the involvement within such associations will only benefit the group and the community. There are businesses that may not see the need to be involved; however, there needs to be an effort to help them understand the immense benefits. Currently efforts are being made to get more members within Portland Avenue as mentioned in the business section of the analysis. By physically meeting with individual owners, it shows that the association has

initiative and values every businesses input. Using such a personal approach can help enhance an already strong element to the community.

Project Recommendations

Recommendation #1

Maximizing the effectiveness of available resources

Spending available resources as efficiently as possible is one of the most important factors for effective crime prevention techniques. As important as it is to respond to all crime equally, it is crucial to determine which incident deserves the most attention. Hotspots are important for determining the location, frequency, and severity of crime; however, some hotspots need certain resources more than others. The balance between responding to important calls for service and patrolling hotspots should be made; patrolling should be implemented towards certain hotspot locations. For example, police patrol or presence at Walmart for frequent larcenies is an ineffective deployment of resources; it is an ineffective utilization of available resources because police presence was supposed to deter larcenies. Instead, larcenies occur even though police was already at that location. Police resources and staff are scarce, even if one police patrol unit is being used in one small location. Police patrol in locations such as Flower St/ Treyer St. or Riato/ N. Clinton Ave. area would probably prove more effective in crime prevention and quicker response to incidents.

Recommendation #2

Environmental Improvements of Businesses (Walmart)

Wal-Mart currently implements both surveillance cameras and sensors upon their shopping carts to deter theft. These efforts are a step towards increased self regulation, but a greater effort needs to be made. Further improvements such as implementing private security guards, ink merchandise tags, electronic merchandise tags, and better access control should be considered. Even locking up certain high value merchandise through a transparent barrier is recommended; customers can ask an employee to get that desired item. Walmart can also lock up most of the items in a back room and display one example of the item; this decreases the amount of targets lying around and decreases the ease of the larceny. Individual clothing and other items in that store can be wired to the shelves or stands so that when the item is desired, they would need to ask for assistance from an employee. Redesigning the interior of the facility for better surveillance of an area may also change the opportunity for crime; customers may see the offender stealing and may report it to an employee. Access control is another trait that should be examined. Controlling traffic for an area would probably make it easier to monitor movement and creates less confusion; basically one door should be just an entrance and the other should only be an exit. Multiple security guards and receipt-monitoring employee should be implemented at the exits. Implementing individual crime prevention techniques may prove less effective if multiple crime prevention technique can be combined in one area. Walmart offers a lot of targets and ease for offenders to commit larcenies. Therefore, the combination of crime prevention techniques should be implemented to decrease the amount of targets available or to decrease the ease for the offenders.

Recommendation #3

Community Involvement in Larger Businesses

One of the issues outlined within the business section of this analysis is that of larger companies being relatively absent from the community. Such companies like Wal-Mart, TOPS Supermarket, and Hickey Freeman are assets to the community; however, they are not as involved as they should be. These businesses contribute to only a few charities and community efforts, if at all. Many of these companies contribute efforts and money to areas outside of 14621. An issue that has been widely voiced among businesses is that of needing to see a value to their efforts. Many of these businesses cannot see the value in contributing to create a safer environment or to beautification efforts. This concern can be addressed through meetings with such companies to explain the importance of their contributions to the community. Theories such as Broken Windows and CPTED have shown that improving the environment can bring increased business, and helping such companies to understand this is crucial. Efforts made by these companies would benefit those living within the community, including many of their current employees. Contributing to the community can enhance employee safety and therefore can improve their work habits. If an employee is less concerned about issues pertaining to their neighborhood they will be more likely to be concentrating on their job. Beyond simply donating time and money to 14621, they should be encouraged to hire locally. The community is in need for jobs and such companies can help employ local residents. Currently Wal-Mart, TOPS, and Hickey Freeman are not contributing to 14621 to a great enough degree. These companies could have a major impact upon the local area if they become involved. Involvement however requires effort upon Group 14621 to help them understand the importance of their participation. For this to occur, meeting physically with management in each company would be necessary to convey the need for their involvement. Instead of donating time and money to other areas, they should be encouraged to spend it within the area they serve, 14621

Recommendation #4

Improving School Initiatives

Crimes by juveniles are frequent amongst the area 14621. Assaults are probably the most frequent personal crime by juveniles, especially after-school hours. Locations of these crimes are most likely around the schools where they're being dismissed from. Schools need to be more initiative in helping these youths solves their problems even if these problems did not occur during school hours. Schools that can implement conflict mediation classes or techniques may prove valuable in showing these youths the appropriate behavior in dealing with the personal issues. Instead of focusing on detention and punishment, helping these juveniles and youths solve their problems by giving them a "learning by watching" conflict mediation model may prove more effective. The teaching of these conflict mediation techniques may also remove their excuses as to why they keep offending. The whole "he started it first" thing is usually the most common excuses as to why personal fights occur; implementing conflict mediation techniques remove that excuse. Bullying is another issue that should be examined carefully. Punishment should be set for bullies; however, examining and identifying their issues are just as crucial. School officials need to talk with the family or guardians of the youth and identify the core

issues regarding to the youth's behavior. Once the issue has been established, we can then propose solutions in improving the youth's social and psychological behavior to decrease the possibility of future physical confrontation. As simple as this recommendation sounds, it is highly difficult because it takes the initiative of school officials, youths, youth's family, and community service organizations. As difficult as it is, it is possible to motivate the community to improve the future of youths in 14621.

Recommendations #5

Establishing Community Assets for Youth

As previously quoted, Colvin, Cullen and Vander Ven state "Social support (whether from a legitimate or illegitimate source) assists individuals in controlling their social environments, which gives them some degree of control balance or even control surplus. We argue that whether a control surplus promotes criminal or prosocial behavior depends, respectively, on the illegal or legal nature of the source of social support that assists individuals in controlling their environments". Social support and creating bonds and healthy relationships within the community is very important for the youth in 14621 in order for them to grow and become productive adults who can then contribute back to their community. In addition to the programs that are already out there, there are numerous other initiatives that can be done to help youth be part of the community. The examples below are quoted from *Building Communities From the Inside Out* by John Kretzmann and John McKnight (1993). Thought was given into picking examples that could possibly benefit the youth of 14621.

Using the asset based model it really comes down to establishing and growing relationships and partnerships within the community. While some write youth off as inexperienced and having little to offer, this model shows that youth really are an asset of a community and can make a large impact if given the chance. According to Kretzmann and McKnight (1993) some things that youth bring to the table are time, ideas and creativity, connection to place, dreams and desires, peer group relationships, family relationships, credibility as teachers, and enthusiasm and energy. While youth are required to go to school they still have a lot of time be it on the weekends or other times when school is not in session such as summer vacation. With young imaginations, youth also have the capability to be creative which can be an asset when community leaders struggle "to find novel solutions to recurring problems" (p.30). A youth's connection to place refers to the fact that they live in the community and more than likely spend a lot of time there so they are very familiar with the day-to-day activities in the community. They also have dreams and desires, which is important for community leaders to recognize and encourage in order to keep youth engaged. Peer group relationships are really important in the life of a youth and can be positive or negative depending on where the energy is used. Research on gangs and gang activities shows them to be very organized and skilled at what they do unfortunately all of that energy is misguided. If those skills and energies are positively displaced, peer groups can be an asset to the community. Family relationships are very important as well. As mentioned in the spatial analysis of this report 14621 is a very diverse community. Many times children are the only ones at home who speak English, which means that the children may play a large role in how actively their parent/s participate in the community. The youth can also be seen as teachers by being role models to other youths as well as adults in the community. Lastly the youth's enthusiasm and energy is an asset to the community. They are able to look at problems with a fresh eye as well as find room for opportunities to grow. (Kretzmann, McKnight, 1993)

The plan that Kretzmann and McKnight outline in theory is simple but will require dedication from each key player. The first step is to identify a group of youth to work with and then make an inventory list of all of the skills that each youth brings to the table. The next step is to develop a list of community assets within 14621. Once this is done those assets will more than likely fit into one of these categories: citizens associations and not-for-profit organizations; publicly funded institutions such as hospitals, parks, libraries, and schools; private sector including small businesses, banks and large corporations that have local branches; and special interest groups. Finally, using strengths from the youth and the community, mutually beneficial partnerships are then created.

Recommendation #6

Environmental Improvements within the Community

Improving the quality of life and outlook of the neighborhood environment are essential in crime prevention. The effectiveness of new construction and rehabilitated houses vary depending on its surroundings. Constructing a new house individually in different blocks may prove significantly less effective than building new houses cluster by cluster. A new home surrounded by dilapidated houses and vacant lots would prove ineffective in crime prevention as oppose to a new home surrounded by other houses similar to it. The construction of new individual housing displaces offenders to other areas that face dilapidation. Building new homes cluster by cluster or block by block would be the most efficient way to revitalize the neighborhood and decrease the chances of crime. Similar to the effectiveness of individual home construction, rehabilitating individual areas are also less effective than rehabilitating a whole neighborhood. The resources are limited, but with the collaboration of North Eastern Quadrant Team, Habitat for Humanity of Rochester, El Camino Estates Project, La Avenida Streetscape Project, and other environmental revitalization organization, it is possible to revitalize an entire area. With the help of other organizations such as block clubs, business associations, and other community organization, the idea of revitalizing an entire zip code area isn't farfetched. The collaboration of organizations, funding, and purpose has to be agreed upon to carry out such immense task. The collaboration of community members is also as crucial because not every community member will spend the money or effort in revitalizing their homes. It makes it more problematic when the home owners do not reside in the neighborhood and lease out to people who poorly maintain their home. To address this issue, homeowners who reside out of the city should be contacted and informed about the current issues regarding to their property. If they disregard these issues, they should be fined for the neglect of their property. If they continue to neglect their property, there should be an alternative punishment such as foreclosing their property and vending it to capable homeowners who can maintain their property. Increasing homeownership is another important aspect to achieve. It makes the homeowners invest in their property, thus, giving them the incentive to maintain their homes properly and be a capable guardian within the neighborhood. It makes them feel more invested as a participant in of that neighborhood. To this, we need to negotiate with the housing programs such as Habitat for Humanity and El Camino Estates to connect potential homeowners with the financial opportunities to own property.

There are still many vacant lots that are not occupied and many offenders are taking advantages of those areas by using them as drug trafficking routes. Vacant lots should be filled with homes, gardens, parks, or ponds, to create a sense of upheld property and provide the neighborhood a sense of occupied public space. After replacing vacant lots with parks or

gardens, high picket fences should be used to set the boundaries between a home's backyard and the park so that drug traffickers have a more difficult time in using that path as a shortcut. Decreasing foliage of tall trees and bushes while implementing brighter street lights in that area may also better the chances of crime prevention.

Improving street designs is another crime prevention recommendation for the neighbors of 14621. One way streets might provide traffic control to a specific area; however, it also controls the access of emergency response units. Alternative street designs for these one way streets may be a two way dead-end street where it provides traffic control but doesn't limit the access of emergency response teams. With the two ways dead-end street design, you can better monitor who goes and out of that street. Also, dead-end street signs may deter drug buyers and other offenders from entering that street because they have less escape routes in that street if they are apprehended.

Overall, there are many environmental aspects that can be improved in the 14621 area. The most effective way to utilize crime prevention techniques is to identify what the environment needs. Usually, one method of crime prevention alone will not make a deep impact on the environment. Multiple crime prevention techniques together will prove most useful in impacting the neighborhood. Manipulating the environment through improving street designs, rehabilitating neighborhoods, occupying vacant lots, and regulating police patrols will play a significant role in crime prevention. Along with the collaboration of different organization, clubs, programs, and associations, there is a high potential for successful neighborhood revitalization.

Recommendation # 7

Residential Mobility in the 14621 Area

The problem of a transient population in the 14621 area can be addressed in a few different ways. Firstly, steps can be taken to incentivize increased rates of homeownership in particular communities. Programs that aid in the purchasing of housing, for the purpose of personal residence and not landlord-ship, would aid in the creation of long term social networks in the 14621 area. In the expert interviews with both of the community leaders, it was touched upon that renters who lived in a location of the 14621 area surrounded by long term home owners seemed to be more willing to participate in informal organizing and community functions than renters who lived surrounded by other renters. Therefore, for the purpose of efficiency, it may not be necessary to institute 100% homeownership into a particular street block. If the observations stated by the community leaders are accurate, then it may be that there is a ceiling to the effect home owners can have on the capacity of a block to organize. For example, it may be possible that the capacity to organize for a block where 80% of residents are home owners is comparable to the capacity for a block where 50% of residents are home owners. If this threshold can be identified, it would make it possible to more efficiently distribute the limited resources available to encourage homeownership.

Secondly, if the resources to encourage homeownership are scarce, encouraging short term transient renters to stay and create investment within a location in the 14621 area would have a similar effect. One of the central theoretical arguments behind homeownership and its relationship to social interaction and crime is that renters often don't reside in a neighborhood long enough to create strong social networks that allow for collaborative effort and the social control of deviant behavior. Therefore, increasing the average time that a tenant stays at a

property will increase the likelihood that they will create friendships with other residents in their community.

Recommendation # 8

Concentrated Disadvantage and the Weakening of Community Networks

At the macro-level, redeveloping the 14621 area economically, particularly increasing the average household income and percentage of 14621 area residents within the workforce, will start to reconstruct the social networks that mitigate crime within the 14621 area over the long term. This has two primary shortcomings. Firstly, from a practical sense, this scale of economic development is a difficult objective to achieve, particularly in a region of the United States that has felt significant affects from the industrial decline of the past half century. Secondly, providing more residents with employment and a better wage will likely have little affect on the social networks in the community without the development of strong leadership and guidance from within and outside of the community. Provisions for the identification of leaders are discussed in Recommendation # 4 in this recommendations section.

At the local level, any push to bring businesses into the community that would provide jobs for local 14621 residents would aid in mitigating to a small degree the effects that concentrated economic disadvantage has on community networks. However, fear of crime, a diminished consumer base, and increased costs of securing a business against property damage and crime are all concerns that will have to be addressed when encouraging business development in the area. The identification of grants that encourage businesses to enter the 14621 area, or that would help pay for the environmental design of a business site against crime, can counterbalance profitability concerns raised by business owners. This strategy is subject to the same problems as the larger development described above in that providing jobs along does little without the leadership to organize and motivate residents with their newfound capacity to organize.

Recommendation # 9

Creating a sense of community among 14621 residents

Should the reintroduction of community schools be desirable to the 14621 area, the various community organizations, block clubs, and residents in the area should collaborate to meet this end. The success of this collaboration is a function of the success of the other recommendations listed in this analysis. The extent to which the 14621 area has developed leaders, strong ties between community organizations, and strong ties between community organizations and various public agencies and leaders will affect the influence that the 14621 area collectively has on the decision to reintroduce community schools. By no means should this recommendation be considered easy feat. Should it be accomplished, it will require time, patience, concessions among community organizations, the involvement of communities across the entirety of the City of Rochester, and the strengthening of relationships with public agency leaders.

Recommendation # 10

Internal Community Leadership Identification and Development

Creating a mechanism in the 14621 area that identifies and develops residents who have the potential to be community leaders is imperative to the overall capacity of neighborhoods. When leaders are identified, every inventive should be given to them for them to stay and

organize the community. Encourage these leaders to come to community meetings, form block clubs, host block parties, and etc. Once identified, share with them the various dynamics of what it is to organize at the community level. Perhaps developing a seminar for community organizers or starting a Community Leadership Working Group for all of 14621's community leaders to sit and talk about issues they have had when attempting to organize the community.

Recommendation # 11

Strengthen networks across established community organizations and block clubs

Throughout analysis it has become apparent that the police and the formal institutions cannot alone address the issue of crime; the community has to be directly involved in order to reduce crime. There are many positive aspects of the 14621 in regards to community involvement; there is also great potential for this area to improve on this involvement and make some positive changes in the area in order to increase the quality of living of its residents.

There are currently 31 block clubs and street leaders in the area, with other areas that have potential to develop into block clubs. Along with the block clubs, there are many other community organizations in the area. There is great potential in this area for all of the organizations and individuals to work together to make a great difference in the area. One recommendation for community crime prevention is collaboration. If the different community groups in the area worked together there would be more resources being put towards the same goals and would be more efficient than working individually. One example of this would be for the block clubs to meet and work collaboratively towards their goals. For example, there are different organizations that come into the community in order to address issues and clean up minor disturbances. If the block clubs worked together they could combine their resources as well as man power and go neighborhood to neighborhood cleaning up so that they could be directly involved in the maintenance of not only their immediate neighborhood, but also those around them.

This clean up collaboration would go hand in hand with the ideas presented in the broken windows theory. If that neighborhood worked on cleaning up minor disturbances such as litter, or up keeping of the vacant houses in the area than it would attract less disorder to the area. Working first on the minor problems such as broken windows would prevent larger problems from resulting. Therefore if the neighborhoods first focused on the keeping up the maintenance of their neighborhoods it would go a long way towards improving the perception of the area and decreasing the amount of disorder and crime.

Although there are quarterly meetings with the block clubs, if the block club leaders met more often there would be a larger network then just the immediate communities. One block club might be very good at providing a certain service for their neighbors and could assist other areas with improving that skill. They could also bounce ideas off of one another in order to come up with ideas to address their problems. This would lead to more effective block clubs because relationships would be established that would allow for the sharing of information as well as resources if needed. Therefore, another recommendation would be for members of different block clubs, specifically the block club leaders to meet more regularly than 4 times a year. The block clubs might feel that they have enough to worry about in their neighborhood that they don't need to become involved with other block clubs. It is important to note that a problem that is occurring within one area will not take long to be dispersed into another area. Therefore one block club might be facing an issue that another was previously facing and they might be able to come to a quicker resolution if they hear ideas from individuals who have recently fixed the same problem.

Collaboration should also extend beyond the block clubs to members of different organizations. The presence of the crime prevention officers at block club meetings is beneficially for many reasons, including that they offer information to the residence as well as an ear to listen. It would be beneficial for other members of different organizations to attend these meetings and hear directly what their citizens feel need to be done or to provide information about services to the citizens. If more individuals from different organizations were to attend block club meetings then they could work towards decreasing the disconnect that exists between the community and organizations. There are many different organizations in the community that offer different services that the community may not be aware of. If there was more communication between different organization and the block clubs then the citizens could become more aware and therefore utilize the benefits from these organizations that are in place to assist them.

Along with different organizations within the community becoming involved with the block clubs, the city should also become involved in order to enhance the effectiveness of these community organizations. The citizens would greatly appreciate city representation at their meetings and it would allow for a direct connection between citizens and those who are serving them. The block club members would feel not only that they have a voice but that they are making a direct difference. The first step towards addressing problems in one neighborhood is making individuals who can help fix it aware of this problem; if city representatives were present at the block clubs meeting the block club members would be given the chance to start the process of improving their neighborhoods.

In conclusion, crime prevention efforts would greatly benefit by an increase in collaboration by both community members as well as community organizations such as the block clubs. Along with collaboration community involvement is essential for successful community crime prevention. Along with increasing relationships within neighborhoods, addressing the minor issues in a neighborhood will improve the perception of the area and therefore decrease the levels of crime. There is great potential in the 14621 area to reduce the amount of crime if individuals worked collectively and utilized the different resources that are provided to assist them.

One problem that seems apparent with Group 14621 is the duplication of resources. They have a person who is dedicated entirely too housing operations. This is an important part of Group 14621, but these services are also being offered by other organizations within the same area. IBERO American Action league as well as Project HOPE offer many housing programs for community residents. If Group 14621 were to hand over housing responsibilities to IBERO, it would free up resources within their organization. This does not mean that Group 14621 should completely abandon their housing responsibilities; it just means they should not make it a full time effort. In the interest of time, money, and other priorities, it could be a part time effort of the organization, in collaboration with IBERO.

Group 14621 is in the process of hiring a part time staff employee to handle its crime prevention and community organization components. In the survey administered to Eugenio, he rated crime prevention as the primary service the organization provides to the community. Without a full time crime prevention person, this means that Eugenio is responsible for taking on this role while also handling all of his administrative duties. This creates a gap in services to the community without a dedicated employee handling crime prevention responsibilities.

An asset to the community can be found within the local business associations. These associations help bring ideas and concerns collectively to where business owners can work

together to resolve them. Such collaborative efforts are highly beneficial to the community and to business. To enhance this practice, it's recommended that such associations work towards getting more businesses involved. Increased involvement will help in numerous ways. With more businesses involved, there will be more collaboration surrounding specific issues. This means that a business association can tackle larger issues than before. These new businesses will also bring other concerns to the meetings and thus provide a more representative list of concerns among businesses in the area. By knowing what issues affect businesses the most, the association can then work together to fix them. The increased participation and contributions will make the association stronger, thus any goal that is pursued will be easier to attain and the solution to be more effective. This collaboration does not just have to be amongst businesses within that specific area, but can also be with other associations. Often times working with others towards improving an area within the community can have a greater affect if it's done collectively. Increasing the involvement within such associations will only benefit the group and the community. There are businesses that may not see the need to be involved; however, there needs to be an effort to help them understand the immense benefits. Currently efforts are being made to get more members within Portland Avenue as mentioned in the business section of the analysis. By physically meeting with individual owners, it shows that the association has initiative and values every businesses input. Using such a personal approach can help enhance an already strong element to the community.

Recommendation # 12

Strengthening the 14621 Area's Ties to Public Institutions and Leadership

Firstly, key players who make decisions regarding the 14621 area should be identified. This would include housing officials, police commanders, and zoning boards at the local level, and funding agencies at the state and federal level. Once identified, a working relationship should be developed with those parties. An understanding of the functions of the agencies and their various discretionary allocations should then be documented. Once these steps are taken, a responsible job of petitioning the agencies for allocations of their resources can occur. The working relationship developed with the agency or its leaders should improve the opportunity of the 14621 area to acquire resources.

Recommendation #13

Community Involvement

One of the main issues with community crime prevention that needs to be addressed is community involvement. For any organization involvement is important, but for crime prevention, community involvement is essential. One of the largest community involvement obstacles is the basic task of calling the police. There are many different factors to why individuals would not call the police in the case of crime or minor issue, but these issues need to be addressed and overcome in order for there to be a reduction in crime. The community needs to be educated and made aware that there does not need to be a major emergency to call 911. Even if they believe that the police already know about an issue, or that it is minor they should call because the police can often not address an issue unless it's called in. This would benefit the residence by getting their problem fixed, but it would also help reduce distrust in the police by individuals who see a problem occurring in their neighborhood and assume the police are aware and are just not responding to the problem.

Along with the basic crime prevention involvement of calling 911, direct involvement in organizations such as the neighborhood block clubs would substantially assist in reducing crime. If more individuals were involved with the block clubs there would be a greater sense of community in the area. Relationships can form that can allow for community members to work collectively towards sharing information with one another and keeping an eye out for one another.

Recommendation #14

Organizational staffing

One thing that would really benefit Group 14621 is a staff member dedicated to crime prevention activities. If the housing program was collaborated with another organization, then it would only need to be a part time effort on the part of Group 14621. This would allow the current full time housing staff member to move into a full time crime prevention position. They could then hire a part time person to handle housing operations and collaborate with other community organizations. This inner organizational re-structuring would allow Group 14621 to focus more on their primary goal of providing crime prevention and community organization services to the surrounding neighborhood. It would also allow them to still be involved in housing operations, while the community would still receive the same housing services. This means the whole organization would run more efficiently while still completing the same goals while the community would receive more services than it previously was.

Recommendation #15

Not for profit structure

The large amount of not for profit organizations represents one of the most important assets to the strength of the 14621 community. The level of community involvement is excellent, as well as the interest in furthering the goals of the not for profit community. The large number of organizations however is both a strong point and a burden in many ways. The fact that there are nearly one hundred registered not for profit organizations located in the community, and multiple not for profit organizations located outside the community which serve the area results in a certain level of overlap, or duplication of services. When there are multiple not for profit organizations serving the same purpose in the same area, they are forced to compete for resources, including both volunteers in the community and funding from outside agencies. This competition is not desirable for any of these competing organizations and reduces the capacity of these agencies greatly.

The most damaging impact of the competition among not for profit organizations is the lack of collaboration among agencies. The nature of not for profit work requires that organizations work together to maximize their community organizing ability. The vast number of agencies results in a community wide not for profit organizational structure which has a large amount of organizations, most of which do not reach anywhere near the community capacity for resources, political influence, or environmental control.

A trend of interorganizational restructuring has become common among not for profit organizations across the world in recent history. This refers to the coming together of multiple independent not for profit organizations to form a single agency. Some more commonly used terms are merger, acquisition, parent/subsidiary, and back office consolidation. This requires that the organizations integrate systems of service and administration, and often requires that one or more administrators gives up significant decision making authority. The theory of adaption is commonly used to describe the motivations for an interorganizational restructuring, with a focus

on resource dependence, political influence, operating cost, and institutional capacity. Some organizations look to interorganizational restructuring as an adaptive response to changing environmental conditions. A similar theory used to explain interorganizational restructuring is that of environmental uncertainty, a theory that describes interorganizational restructuring as organization leaders' efforts to gain control over turbulent environments in which they cannot address the issues effectively on their own (Campbell, 2008). In either theory, not for profit organizations make the decision to restructure in order to take full advantage of the community capacity for resources, problem solving, political influence, and control.

In terms of resources, there are several advantages to combining with similar organizations. There is reduced competition for funding, as well as the benefit that grant writers from each organization can collaborate to produce one grant proposal at a higher level than could be produced individually. By pooling volunteer resources organizations can reduce the duplication of similar tasks, and increase their volunteer capital. This allows organizations to streamline the implementation of their programs and expand to new programs as they see necessary. There is also a positive correlation between increase in donations and organization size, meaning the combined organization is worth more than the sum of its parts. The integration of systems of service and administration results in drastically reduced operating costs, which frees up a large amount of capital for the organization as well

The problem solving capacity of organizations is benefited simply through collaboration. By combining members of varied experience and backgrounds organizations see an increase in ability to effectively resolve issues through simple collaboration. There is also the aspect of network expansion, with each member providing increased personal and professional connections to individuals in the community, many of which can be useful in furthering the goals of the organization.

The expansion of political influence, or advocacy as it was referred to earlier, is one of the biggest advantages to interorganizational restructuring among not for profit organizations. As organizations combine and their numbers increase dramatically they gain invaluable influence in political matters. For many not for profit organizations this allows for a functional presence to be made in local policy change and implementation.

The increase in organizational capacity for community control is also not to be understated. It is difficult for an organization of 30 members to control the actions of community members, but it is much easier for an organization of 100 to make a difference, and even more so for an organization of 300. The power to control by not for profit organizations is often measured by both size and funding, each of which stands to increase through interorganizational restructuring.

There are also uncountable benefits to interorganizational restructuring outside of the adaptation and environmental uncertainty theories. There is a very positive effect on social capital when volunteers from other agencies are brought together, as they foster positive relationships with peers of similar interest. Larger organizations are shown to expand at promising rates, which can be beneficial to the connection between volunteerism and reduction of crime discussed earlier. The community organizing effect of combining organizations is also a great benefit.

The incentives for interorganizational restructuring are very compelling in the 14621 community, as the large amount of participation in separate organizations could be combined, forming a smaller number of much more effective, much more powerful organizations.

Recommendation #16

Permit Planning

Pawnshops within 14621 have steadily increased in number. There are numerous pawnshops within the neighborhood, many of which are less than a half-mile away from one another. Issues such as the crowding of stores that provide the same service are common within the area. This not only includes pawnshops, but also auto body shops, pharmacies, and corner stores. This problem has risen from the city providing permits to businesses that wish to develop in an area. These permits are given out with little planning of the impact such a business will have within that locale. This means that as long as the business is seen as legitimate, the permit will be given even if that resource is already present next door to that location. Increased planning in the handing out of permits would help spread resources to where they would see the most benefit for both the consumer and the company. A more affective plan needs to be made to keep specific businesses from piling up within one area and being absent from others.

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