

TOGETHER
**NORTH
JERSEY.**

TRAINING COMMUNITY BASED ORGANIZATIONS IN CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

TOGETHER NORTH JERSEY NGO MICRO-GRANT PROJECT

NEWARK, NJ



ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, fund the Local Government Capacity Grant and NGO Micro-Grant Programs, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region, and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives. The plan is both “place-based” and “issue based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit

togethernorthjersey.com

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- NJ Future
- Building One New Jersey
- PlanSmart NJ
- Regional Plan Association (RPA)
- Sustainability Institute/Sustainable Jersey at The College of New Jersey
- Participating local and county governments of the NJTPA region

DISCLAIMER

The work that provided the basis for this report was supported by funding under an award from the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The authors of the report are solely responsible for the accuracy of the data, statements and interpretations contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering Committee or its individual members or any other agency or instrumentality of Government.

NGO MICRO-GRANT PROGRAM



Jewish Renaissance Foundation Discovery Phase Workshop



United Way of Passaic County Discovery Phase Workshop



WomenRising Walk Audit in the Bergen Hill, Jersey City

The NGO Micro-Grant Program provides financial assistance to non-governmental organizations to meaningfully participate in the planning processes that will lead to the development of the Regional Plan for Sustainable Development (RPSD) for Northern New Jersey.

Together North Jersey's NGO Micro-Grant Program partners with community-based organizations, including community development corporations, social service, faith-based institutions, and other groups at the local level that regularly interact with, are trusted by, and include members of traditionally underrepresented populations.

The NGO Micro-Grant is targeted toward community-based organizations whose primary mission is to work on behalf of low-income or minority populations,

persons with Limited English Proficiency (LEP), persons with disabilities, underprivileged youth and seniors or who work in communities with high concentrations of these traditionally underrepresented populations.

Grant recipients undertook small planning studies that focus upon neighborhood revitalization and designing and planning the built environment to promote health and well-being, safe neighborhoods, and active transportation (e.g., bicycling, walking, safe routes to transit, schools and parks).

Key findings and lessons from these local studies are shared with the project team and members of TNJ. The expectation is that unmet needs and strategies and action recommendations will be identified and addressed by TNJ Project Team partners in the RPSD and in other planning and program activities.

PARTNERS

ALAN M. VOORHEES TRANSPORTATION CENTER

The Alan M. Voorhees Transportation Center (VTC) at Rutgers, The State University of New Jersey, is a national leader in the research and development of innovative transportation policy. Established in 1998, VTC is one of 18 research centers within the Edward J. Bloustein School of Planning and Public Policy.

In the context of New Jersey as a living laboratory, VTC seeks to lead an informed public discussion of transportation policy issues and is committed to conducting research and finding innovative approaches to transportation problem solving. Through its research, VTC identifies and explores transportation linkages to other public policy areas, such as economic development, social policy, land use, political governance and finance.

VTC also participates in multiple educational activities, through professional training for the transit industry at the National Transit Institute, the transportation curriculum at the Bloustein School, and through the New Jersey Travel Independence Program, which provides travel instruction programs for older adults, people with disabilities and other transportation-disadvantaged populations.

HOUSING AND COMMUNITY DEVELOPMENT NETWORK OF NEW JERSEY

Since 1989, the Housing and Community Development Network of New Jersey has worked to improve the environment for the work of community development corporations (CDCs), and to strengthen their capacity to create housing and revitalize distressed neighborhoods throughout New Jersey.

The Network is a statewide association of over 250 non-profit housing and community development corporations, individuals, professional organizations, and prominent New Jersey corporations that support the creation of housing choices and economic opportunities for low- and moderate-income community residents.

The Network and its members share a commitment to promoting economic justice and the empowerment of low-income individuals and communities, and encouraging wider participation in the framing and implementation of public policies. The Network supports its CDC members by providing targeted technical assistance and educational programs, pursuing additional resources and improved public policies, and conducting research on ways to enhance the impact and effectiveness of the community development sector.

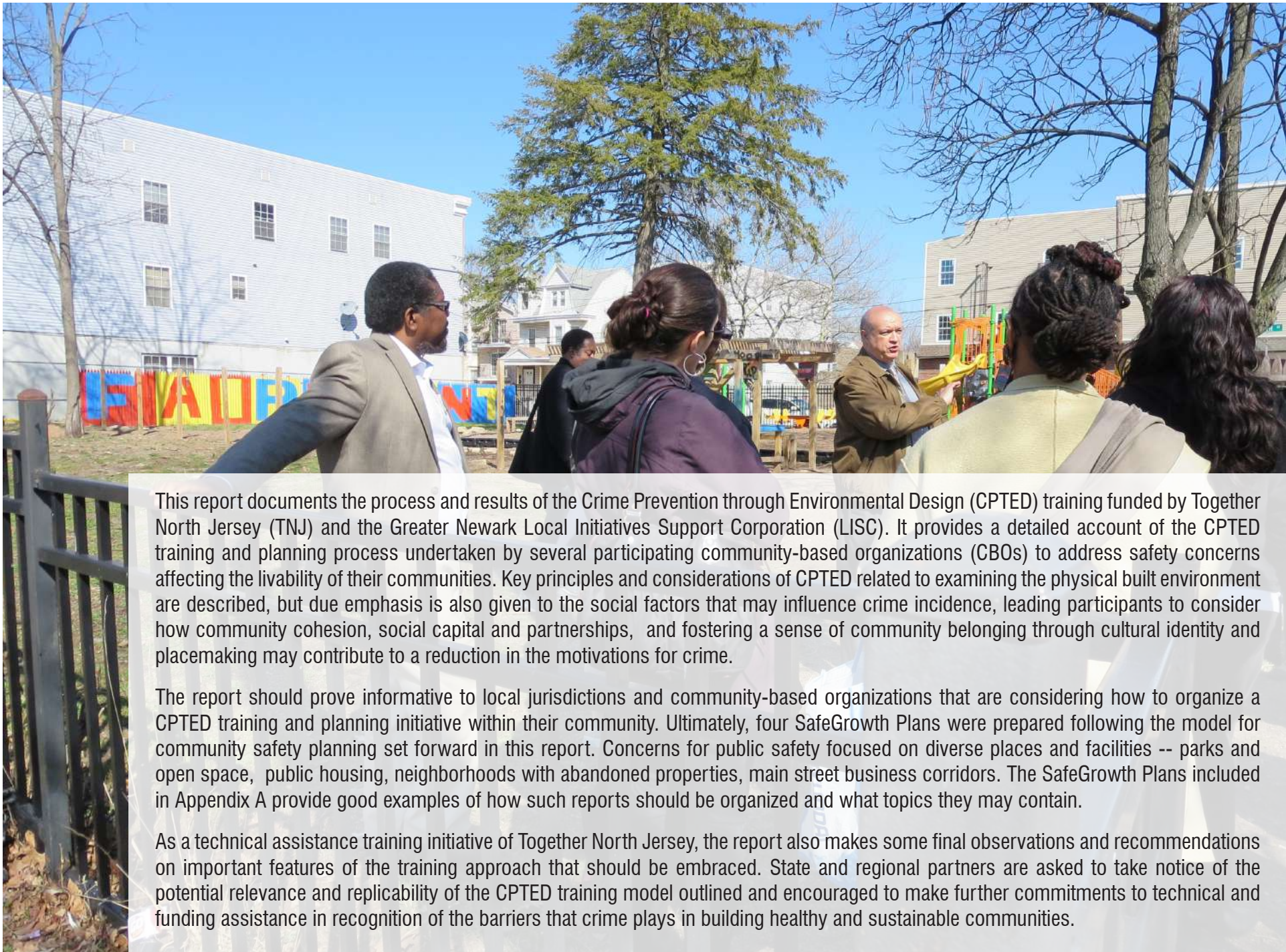
GREATER NEWARK LISC

Greater Newark LISC is dedicated to helping non-profit community based organizations transform distressed neighborhoods into healthy and sustainable communities. Building Sustainable Communities is LISC's comprehensive community development strategy to develop stability and promote growth in low income neighborhoods. It helps transform streets marked by chronic poverty and stagnation into good places to live, work, do business and raise families.

LISC is committed to collaborate with each segment of the Greater Newark community - philanthropic, government, corporate, non-profit and residents - to transform our neighborhoods into healthy, sustainable communities. Through policy advocacy, national programs, capacity building, technical assistance and strategic investments, LISC uses all the tools at our disposal to improve local neighborhoods.

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This report documents the process and results of the Crime Prevention through Environmental Design (CPTED) training funded by Together North Jersey (TNJ) and the Greater Newark Local Initiatives Support Corporation (LISC). It provides a detailed account of the CPTED training and planning process undertaken by several participating community-based organizations (CBOs) to address safety concerns affecting the livability of their communities. Key principles and considerations of CPTED related to examining the physical built environment are described, but due emphasis is also given to the social factors that may influence crime incidence, leading participants to consider how community cohesion, social capital and partnerships, and fostering a sense of community belonging through cultural identity and placemaking may contribute to a reduction in the motivations for crime.

The report should prove informative to local jurisdictions and community-based organizations that are considering how to organize a CPTED training and planning initiative within their community. Ultimately, four SafeGrowth Plans were prepared following the model for community safety planning set forward in this report. Concerns for public safety focused on diverse places and facilities -- parks and open space, public housing, neighborhoods with abandoned properties, main street business corridors. The SafeGrowth Plans included in Appendix A provide good examples of how such reports should be organized and what topics they may contain.

As a technical assistance training initiative of Together North Jersey, the report also makes some final observations and recommendations on important features of the training approach that should be embraced. State and regional partners are asked to take notice of the potential relevance and replicability of the CPTED training model outlined and encouraged to make further commitments to technical and funding assistance in recognition of the barriers that crime plays in building healthy and sustainable communities.

CPTED PROJECT

Together North Jersey through its Project Team partners, Rutgers University (i.e., the Alan M. Voorhees Transportation Center in the Edward J. Bloustein School of Planning and Public Policy), as well as the Housing and Community Development Network of New Jersey and the Greater Newark Local Initiatives Support Corporation (LISC) co-hosted, funded and participated in a three-part Crime Prevention Through Environmental Design (CPTED) training which took place in the Spring and Summer of 2014 in Newark, NJ. The CPTED workshop was conducted for the benefit of TNJ's NGO Micro-Grant recipients and other Newark-based community development organizations that are concerned about community safety.

The workshop was run by AlterNation, LLC through its SafeGrowth training program. AlterNation is a multi-disciplinary consulting firm specializing in SafeGrowth and safer neighborhoods. AlterNation's Safe Growth training program is a community safety planning and development process comprised of crime prevention strategies, including first and second Generation Crime Prevention through Environmental Design (CPTED). This training was developed by Gregory Saville, senior partner at AlterNation. Saville is an urban planner, criminologist and former police officer, specializing in CPTED and urban safety.

The goal of the CPTED training was to create a supportive, interactive learning environment in which participating organizations undertake practical, real-life field projects and work in teams to develop safety plans for problem areas in neighborhoods they identify before and during



Gregory Saville, the CPTED Trainer from AlterNation at KaBOOM Playground in the Fairmount neighborhood where the primer workshop daytime walkabout started.

the training. The primer workshop also sought to strengthen connections among community stakeholders of diverse backgrounds by bringing people together who share concerns for the safety and livability of their communities.

The CPTED training incorporated SafeGrowth strategies, which is a community safety planning and development process. SafeGrowth is based on the *To-For-With* concept in which strategies are delivered *With* residents, not *To* or *For* them. Participants learn how to organize planning teams and overcome implementation obstacles.

The CPTED project sought to engage several multi-disciplinary teams of community-based organizations

and relevant municipal staff in addressing safety issues/problems within their communities. TNJ's participating NGO Micro-Grant recipients were also tasked with creating a SafeGrowth plan to help address their concerns about community safety.

CPTED TRAINING

The CPTED project has three parts: a primer workshop, field assignments, and a follow-up workshop. The Primer Workshop is a two-day event, where teams are established and relevant, local projects are selected by class participants. The two-day Primer Workshop took place April 10th and 11th 2014, and was held at North Jersey Transportation Planning Authority's Newark-based conference room.

During field assignments, teams worked on their projects with the guidance of the lead community based organization for two months. During this time each team was tasked with gathering data, conducting day and night safety audits, and completing a Safe Growth Plan for their selected projects.

The Follow-up Workshop is a one-day event that took place at the conclusion of the field assignment. Safe Growth Plan reports prepared by three of TNJ's NGO Micro-Grant participants and one other participating community based organization were presented and reviewed at the follow-up workshop, which took place June 27th 2014 at the 13th Avenue Elementary School in the Fairmount neighborhood.

FORMING TEAMS

Six community based organizations in the Greater Newark Region were invited to participate: Ironbound Community Corporation (ICC), La Casa de Don Pedro, New Community Corporation (NCC), Unified Vailsburg Services Organization (UVSO), Urban League of Essex County (ULEC), and WomenRising. La Casa de Don Pedro, ULEC, and WomenRising were recipients of an NGO Micro-Grant. They had previously identified community safety concerns as the subject of their supplemental planning activity funded under the grant. The CPTED project provided an opportunity to deliver additional technical assistance to these grant recipients. The Greater Newark Local Initiatives Support Corporation (LISC), also provided support for the community safety initiative to expand the training opportunity to other Newark-based community organizations.

TNJ NGO MICRO-GRANT PARTICIPANTS

URBAN LEAGUE OF ESSEX COUNTY (ULEC)

Fairmount – Newark, NJ

ULEC participated with the goal of transforming the Fairmount Heights Community Playground into a safe space. The playground was built in Fall 2012 and is one of the neighborhoods only green public spaces. It has since become a site for drug and gang activity, primarily involving teenagers and young adults.

LA CASA DE DON PEDRO

Lower Broadway – Newark, NJ

La Casa de Don Pedro participated with the goal of transforming Villa Victoria into a safe and healthy place for children and families to live with opportunity for recreation, a strong sense of community, and a decreased threat of violence. Villa Victoria is a housing complex residents have long voiced their concerns about that is a hotspot for drug related crime and neighbors dilapidated and vacant Newark Housing Authority buildings.

WOMENRISING

Bergen Communities United (BCU) – Jersey City, NJ

WomenRising participated with the goal of promoting an attractive, cohesive BCU neighborhood, rich in social and economic capital. The Monticello Avenue commercial corridor in the BCU neighborhood, once a thriving business district, is now home to quality-of-life crimes.

OTHER PARTICIPANTS

UNIFIED VAILSBURG SERVICES ORGANIZATION (UVSO)

Vailsburg – Newark, NJ

UVSO participated with the goal of promoting a cohesive, well-kept, and legitimately used neighborhood unplagued by safety and security points of distress. In residential Vailsburg “The Lane” is plagued with housing abandonment, illegitimate use, and maintenance issues, which hinders cohesion-building opportunities among neighboring residents.

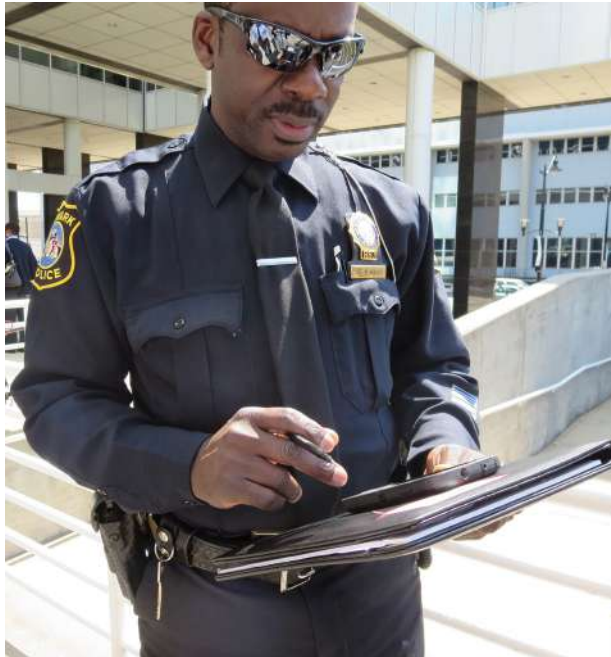
Ironbound Community Corporation (ICC) and New Community Corporation (NCC) also participated but did not create SafeGrowth Plans.



Rahman Karriem from ULEC and Richard Cammarieri from NCC discuss CPTED strategies at KaBOOM Playground.

Community-based organizations were asked to build multidisciplinary teams for their CPTED projects. CPTED teams typically include participants such as: leaders from community-based associations, law enforcement supervisors, and urban design professionals (such as architects, landscape architects, and planners), business owners, community developers, social workers, police officers, facility managers, journalists, and municipal government officials. Each participating community-based organization was responsible for soliciting relevant participants and securing their participation in the training and field work. Participants came from the following organizations:

- Alan M. Voorhees Center for Transportation (VTC), Rutgers University
- AlterNation, LLC
- Chief of Staff for Councilmember Rice
- City of Newark Department of Economic and Housing Development
- City of Newark Office of Emergency Management
- Community Affairs Unit, City of Newark Police Department
- Fairmont Heights Association
- Greater Newark Local Initiatives Support Corporation (LISC)
- Heart of Vailsburg Block Club Coalition
- Housing Community Development Network of New Jersey
- Ironbound Community Corporation (ICC)



Newark's Police Department joins the CPTED training and walkabout adding perspective from experience working in Newark.

- Jersey City Division of City Planning
- Jersey City Police Department
- Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University in Newark
- La Casa de Don Pedro
- Newark Residents
- New Community Corporation (NCC)
- North Jersey Transportation Planning Authority (NJTPA)
- Unified Vailsburg Services Organization
- Urban League of Essex County (ULEC)
- WomenRising – Bergen Hill Communities United



PRIMER WORKSHOP

The primer workshop introduced the basics of first Generation CPTED strategies, as well as second Generation CPTED strategies. First Generation CPTED strategies involve minimizing the physical opportunity for crime. Second Generation CPTED strategies involve minimizing the social conditions that generate crime opportunities.

There are four basic and four advanced categories in the first generation CPTED principles, as well as four second generation CPTED principles.

1st Generation CPTED – Basic

- **Image and Maintenance** - Places that are not maintained and are plagued with litter, graffiti, and abandoned properties give criminals the



Participants from Jersey City's Department of Planning, Newark Office of Emergency, Newark Police Department, ULEC, and WomenRising work together to learn about 2nd Generation CPTED strategies – reducing social motives to crime.

perception that no one cares for the place and that no one will report them. Neighborhood beautification, clean ups, and graffiti removal can improve perception of a place.

- **Territoriality** - Relationships between people and their environments are defined by their boundaries which are defined as public, private, or semi-public/semi-private. Territoriality can be accomplished by properly defining boundaries with hierarchy of place (landscaping) or symbolic controls (signs).
- **Access Controls** - Using natural and artificial barriers of a neighborhood, building, or park by defining clear entrances and exits, formal and informal access, fencing, and signage can

make clear who are the legitimate users of a space and promote a sense of ownership.

- **Natural Surveillance** - The principle of having “eyes on the street” creates a natural means of surveillance, preventing crime and promoting safety. Other natural surveillance solutions can be achieved through lighting, windows, and elimination of blind-spots and sight barriers.

1st Generation CPTED – Advanced

- **Activity Support** - Shared spaces between different non-conflicting groups can ensure that the design of a space fits a designated use. Programming or commercial activity surrounding a space can create safer environments.

- **Movement Predictors** - Isolated pathways, stairways, sidewalks, and other routes can be predictable or unchangeable routes in which the opportunity for criminal activity can happen. Locating walkways or paths in safe, visible areas is preferable so people can stay away from dark alleys or isolated staircases. This may include wayfinding, lighting, and texture.
- **Incompatible Land Use** - Land use is one of the most common planning principles. While there are environmental reasons for separating land uses or incompatible land uses, there can also be some negative public safety impacts. Locating homes across from warehousing, for example, could increase potential of crime, while vibrant mixed-use district may reduce it. Planning for compatible land uses can minimize potential conflicts.
- **Positive Displacement** – When different groups try to use space in incompatible ways, finding appropriate locations for the activities can eliminate conflicts.

2nd Generation CPTED – Reducing Social Motives to Crime

- **Capacity** - Social stabilizers and balanced land uses can maintain a social, physical, or economic balance. Strategies include creating safe gathering places, hosting youth events, and supporting strong social organizations. The concept also extends to the “tipping point” on how much of one land-use a neighborhood can support, such as too many abandoned homes, bars, or pawnshops.



During the primer workshop walkabout Saville asked participants to avoid talking and observe the space around them to avoid making assumptions.

- **Cohesion** - Enhancing relationships between residents, merchants, and key neighborhood figures can increase the ability to address issues in an effective manner as they arise and help with maintaining a sense of safety. Strategies may include neighborhood watch groups, mentoring programs, and fostering interactions with schools. Reinforcing social networks of engaged citizens or other institutions can lead to group decision making and conflict resolution.
- **Connectivity** - Connecting neighborhoods and interactions and relationships with social groups and institutions external to the neighborhood

can foster acceptance and inclusion. Strategies include cross-promotion of community events, community partnerships, and coordination with government agencies.

- **Culture** - Relationships and interactions between diverse beliefs and values can reinforce a sense of belonging within a community. Building a sense of community can help people care about who and what they see. Strategies include festivals and art exhibitions that bring people together under a common purpose, and create a sense of place.

Over 30 participants who are strongly invested in their local communities attended the primer workshop. The attendees came from a broad range of backgrounds to take part in the two-day primer workshop in CPTED. Participants were called upon to learn and apply the key principles of SafeGrowth/CPTED, as well as hone their observational skills of the built environment.

Attendees from community-based organizations came from the Urban League of Essex County, La Casa de Don Pedro, the Ironbound Community Corporation, Unified Vailsburg Services Organization, and the New Community Corporation in Newark, as well as WomenRising in Jersey City. These community-based organizations and individuals came to the event to improve the health and safety of their local neighborhoods.

Police officers, Newark and Jersey City officials from departments such as code enforcement and planning, and other residents passionate about their community and improving the quality-of-life of residents were also in attendance. Other participants came from Rutgers University, North Jersey Transportation Planning Authority (NJTPA), the Housing and Community Development Network of New Jersey, and the Local Initiatives Support Corporation (LISC) to both understand the principles of SafeGrowth and explore ways to address the challenges faced by the subject communities.

During the primer workshop the importance of context was expressed in a variety of ways. Four ordinary chairs were used to show how the same object, in different contexts, would be used in different ways. Three scenarios were presented in which participants were asked to imagine the four



CPTED participants stop at one of the places identified as a safety concern, a vacant lot adjacent to an abandoned housing, to ask questions about what is going on at this site.



A church surrounded by barbed wire was identified as a safety concern during a field audit of the Fairmount neighborhood.

chairs in different places. Even though the four identical chairs never moved, the way the people sat in them changed every time. The CPTED instructor

explained that this was because of context and that the same contextual elements apply to cities and urban areas. He left the participants to ponder the following questions:

- Why can one street have so much more crime than a similar street five blocks away?
- Why do popular crime-prevention strategies not work everywhere?
- Is it possible to predict which strategies will prove effective in a specific community?

Context was reiterated in explaining that there is no “magic bullet” or “secret sauce” for stopping crime. The CPTED instructor explained that “Lighting does not stop crime, it doesn’t arrest people or call for help. Fences do not stop crime. Nor does adding or removing plants. However, they are tactics in

the fight against crime, and should be deployed if the context calls for them.” We can influence how the physical space is used, and CPTED is about understanding which tools are right for the job.

Dead-end streets as a crime-fighting measure was used as an example of why context is key. In Los Angeles, drive-by shooting by gangs were a serious issue and terminating streets into dead-ends was found to be a solution, as it prevented cruising and blocked off escape routes. However, the same strategy in Dayton, Ohio was not nearly as effective over time. Instead, the strategy displaced drug dealing from one area to another. Context is critical, and a solution uninformed by the proper context is not a solution at all.

The primer workshop included time for conducting field observations in the Urban League of Essex County’s study area of the Fairmount neighborhood. The KaBoom playground in the Fairmount neighborhood was the focal point of the field visit. The play equipment appeared in good condition, but litter was strewn about the play areas, around the periphery, and in neighboring lots. The litter, along with the graffiti and a damaged fence were clues to the lawless drug-related activity that took over the park at night.

These field observations of the physical environment were validated in recent surveys of area residents. In a survey done last year at a Together North Jersey Discovery Phase Workshop, ULEC in partnership with the Fairmount Heights Neighborhood Association and the West Ward Federation asked Fairmount residents about crime. Respondents spoke about break-ins, gang activity, vandalism, and drug activity. They worried about being robbed and assaulted, and more than half stated that crime had increased over



Vertices provides technical assistance for the Mapper app to Rahman Karriem (ULEC) and Tarah Hodgkinson (AlterNation).

the past year. *Some 52% of respondents said that they felt unsafe walking in their neighborhood after dark.*

The field observations continued with a walkabout through the Fairmount neighborhood, stopping at places identified as safety concerns by the ULEC and the Fairmount Heights Association.

Participants were encouraged to avoid talking, and simply observe the space around them. The trainer explained that silence was important, because all senses had to be used to prepare a proper report. He also warned against making assumptions when making observations.

Standing at an intersection, the trainer imparted some important lessons on sight lines among other issues. The rule of thumb is that 20-50 yards provides the limit for natural surveillance, although some second-generation techniques can work to increase that. This means that a house down the street, with windows directly facing the empty lot, may be ineffective in deterring crime if it is more than 50 yards away.

The trainer then went on to explain that certain noises, such as the engines of large trucks, can muffle cries for help, thus providing opportunity for crime. But of course, complete silence might mean that no one is around to help.

The trainer also emphasized the importance of the typical movements of people within a neighborhood. Transition areas are among the riskiest areas, according to him, because nobody knows who is using the space and why. If a house is in foreclosure, for example, the neighbor may not report the strangers walking inside, because they might be from the bank, from the city, from the insurance company – or criminals looking for copper to strip.

In one location, an abandoned lot, garbage was strewn, and furniture was piled up in one corner. The trainer asked “What’s going on here?” It was time for the participants to observe, without drawing on assumptions, and most importantly, to ask questions, stimulating further investigation of the context. The trainer explained that questions have answers, observations do not.

- How long has this lot been vacant?
- Why was it vacated?
- Who erected that fence?
- Why does the church across the street have barbed wire?
- Have the neighbors seen any criminal activity here?
- What do the city police logs show?

To put together a successful list of CPTED design suggestions, a deeper appreciation of context is needed. To consider the context, questions have to be asked and then answered through research.

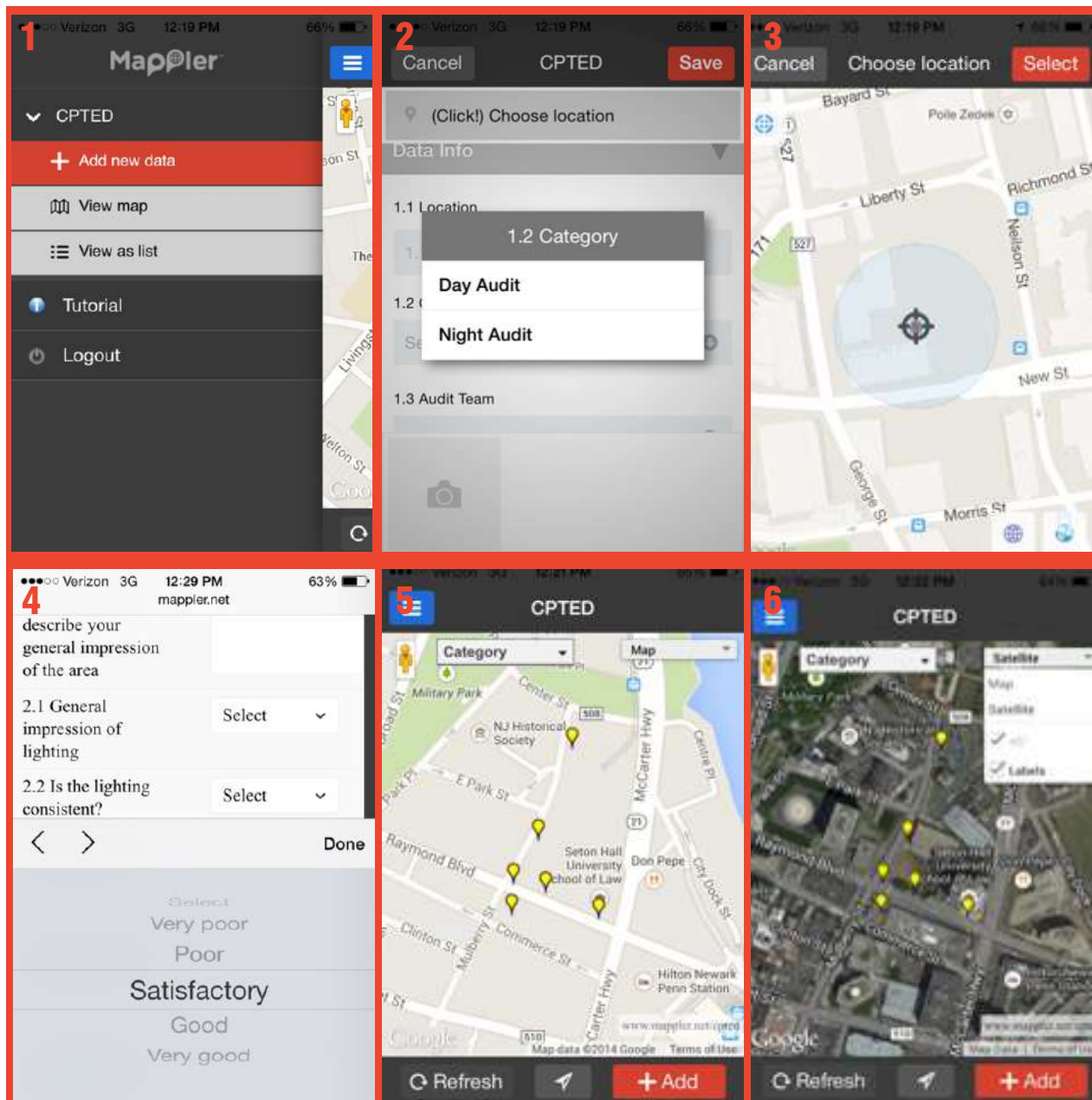
Participants returned to the Fairmount neighborhood to conduct a nighttime site visit. Visiting the same



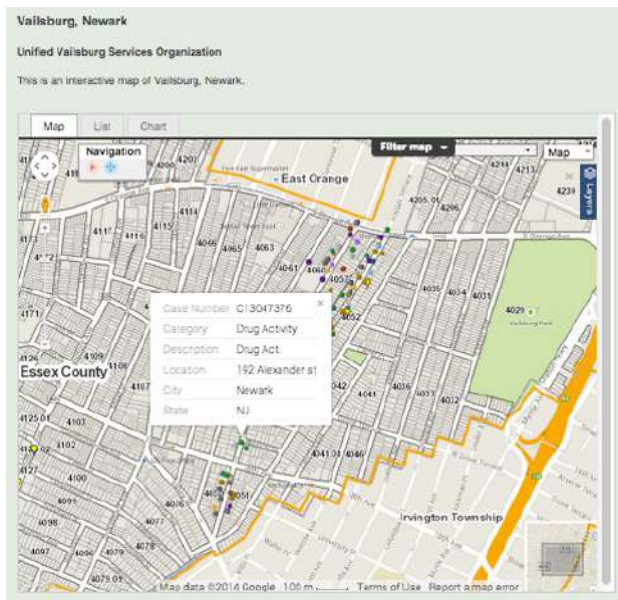
Participants from the Fairmount neighborhood, Newark's Office of Emergency, and ULEC upload data in real-time to the on-line GIS participatory mapping platform.

locations at different times during the day allows for a fuller understanding of the area, and opens up observation to items like lighting.

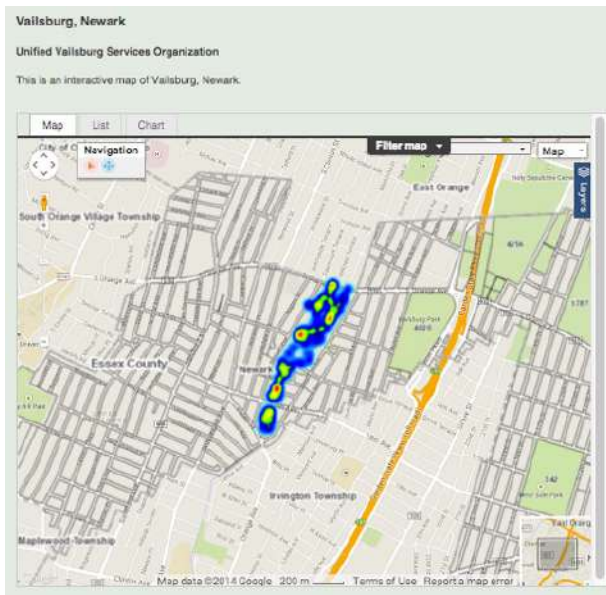
An on-line GIS participatory mapping platform was developed and presented to participants on day one of the primer workshop. It was developed by Vertices for the CPTED project to assist teams in conducting their inventory and safety audits. The on-line mapping platform supports mobile-based survey forms (e.g., mobile phones, tablets, or laptops). It can be used during and after field visits to assist and structure data collection for a CPTED safety audit, allowing for text, photos, and notes to be pinned to specific mapping points (e.g., areas of concern). Through the use of mobile phones and



Process for adding data and filling out the CPTED survey through the on-line mapping platform application.



Crime data added by CPTED participants to the on-line mapping platform was able to create a heat map to show concentration of crime in a study area.



tablets, CPTED audit teams were able to upload data in real-time to web-based mapping. It also allowed for subsequent data input from field notes in an office setting. By sharing maps and data over the internet, the platform allowed for easy viewing and sharing. Participants were then able to overlay city and state data (such as abandoned properties, or crime data), and match their site visit observation heat maps with other information.

On day two of the primer workshop, participants explored the second generation CPTED principles – capacity, cohesion, culture, and connectivity. Participants were asked to join into groups to discuss one of the four principles in detail. They then returned to their original group and were asked to train each other, which provided the opportunity to share key challenges facing participants and invite discussion about effective strategies.

At the conclusion of the training sessions, participating teams were encouraged to return to their respective neighborhoods and see their environment in a new light. They were tasked with exploring their neighborhoods on their own, trying out the Mappler mobile app and on-line platform, and preparing a SafeGrowth plan to present at the next workshop.

FIELD WORK

During the two months that teams had to complete field work they were tasked with gathering data, completing safety audits, and creating SafeGrowth Plans. Field work was guided by the five steps/chapters of a SafeGrowth Plan outlined by AlterNation. They include visioning, problem identification, problem analysis, strategy, and evaluation.

Visioning is about creating a collaborative vision of neighborhood life over the next few years. This can

either incorporate a vision for sustaining a higher quality of life or it can incorporate measurable objectives for resolving neighborhood problems (e.g.: percent decline in burglaries; proportion of residents using the park; reduced police calls; etc).

Problem Identification is about identifying problems and/or obstacles in a community. This can either involve identifying the obstacles blocking the vision, or it can involve identifying and prioritizing the scope of the problems under consideration.

Problem Analysis involves collecting information in regards to a community and conducting an analysis based on the collected information. This is done through activities such as crime analysis, crime mapping, safety audits, CPTED site visits, and social analysis. This can either involve collecting information and conducting an analysis on the obstacles to the vision or on the problems under consideration.

The **Strategy** chapter identifies recommendations to overcome obstacles or problems. Responses typically include who will implement the strategy and an estimated timeline.

SafeGrowth reports use the **Evaluation** section to prescribe how the results of response/strategies will be evaluated over a period of time and to measure progress toward goals.

Following this guide, each team drafted SafeGrowth Plans and presented them at the follow-up workshop. TNJ and Vertices were available along the way for technical assistance. AlterNation provided periodic check-in communications to the field audit teams as well. TNJ also provided comparative demographic profile data (see Appendix B).



Dawn Niles from WomenRising and Naomi Hsu from Jersey City's Department of Planning present a SafeGrowth plan for Monticello Avenue at the follow-up workshop held in the Fairmount neighborhood.

FOLLOW-UP WORKSHOP

The message delivered by the CPTED trainer during the follow-up workshop was: residents of high-crime areas can better organize themselves; they can identify the distinctive elements of their community; and, they can foster productive relationships with city agencies such as police, code enforcement and planning to prevent crime at the neighborhood level.

Teams were asked to look closely at their community's cohesion, its culture, and the strength of its connections to agencies and possible partners.

The trainer explained that most crime is best tackled within the neighborhood by cohesive groups and stressed the importance of forming "SafeGrowth" Teams. Residents and representatives of local associations should join with public safety officers, code enforcement officials and planners to prepare SafeGrowth Plans.

CPTED teams guided by community based organizations attended the follow-up workshop. SafeGrowth Plans were presented at the workshop by representatives of four non-profits: the Urban League of Essex County, La Casa de Don Pedro,

the Unified Vailsburg Service Organization (UVSO) and WomenRising in Jersey City. Two other organizations were also engaged in the training, the Ironbound Community Corporation, and the New Community Corporation.

The organizations chose diverse sites with a great variety of issues to be addressed, but all drew on SafeGrowth/CPTED principles and tactics. The sites covered by the teams are all afflicted by violent crime, vandalism, and drug abuse, leaving residents fearful in their own neighborhood.

Throughout the presentations, participants debated with presenters and each other about the best remedies for each site's particular problem. Much of the discussion concerned which tactics to apply in each scenario, but some members of the audience identified political empowerment of communities, improving relations with police, and access to city hall as necessary elements in any crime fighting strategy.

One audience member declared that no amount of CPTED would be effective if City Hall does not tackle Newark's gang problem. CPTED may help in the arrest of gang members, but eventually they come back to their communities to live with relatives or girlfriends. The trainer responded to the comment by warning participants that CPTED methods, such as installing cameras and lighting may work in some situations while failing in others. CPTED is merely a set of tactics which by themselves will not create a safe environment. SafeGrowth, on the other hand, is a comprehensive system that entails organized teams consistently working to pursue measurable and ambitious crime reduction goals in a particular neighborhood.



Participants from the Fairmount Heights Neighborhood Association, Jersey City's Department of Planning, and ULEC review the CPTED training challenge at the follow-up workshop.

To succeed, CPTED teams need to have a strong knowledge of a neighborhood, who the residents are, and the area's social dynamics. The trainer emphasized the need to focus on human behavior. "We don't have crime, we don't have criminals," the trainer told participants, "but we have criminal behavior." "We need to look at human behavior." If a team doesn't have a strong understanding of their neighborhood and its residents, the CPTED tactics employed may fail. If a CPTED team assumes criminals are coming from outside the community, a fence that is meant to keep criminals out may actually be keeping them in.

The CPTED trainer closed with his vision for Newark: a city where dedicated teams of volunteers, each focused on a certain neighborhood, work year round to plan and implement SafeGrowth strategies. In this vision separate teams would periodically meet to coordinate activities and learn from each other, building cohesive relationships with municipal public safety and code enforcement officials, and cultural institutions. Volunteers would be incentivized to participate by receiving access to courses and resume-building experience they can use in future careers. These CPTED teams would effectively reduce crime by serving as a form of "powerful neighborhood governance".

SAFEGROWTH PLANS

The SafeGrowth Plans that were prepared by the participating community based organizations are presented in the Appendix A to this report and include:

- Urban League of Essex County, Fairmount Neighborhood: Fairmount Heights Community Playground SafeGrowth Plan
- La Casa de Don Pedro, Lower Broadway Neighborhood, Newark: SafeGrowth Report: Villa Victoria
- WomenRising, Bergen Hill section of Jersey City: The Potential of Monticello Avenue
- Unified Vailsburg Services Organization, Vailsburg Neighborhood, Newark: LaneGate! At Pine Grove Terrace: A SafeGrowth/Crime Prevention Through Environmental Design (CPTED) Case Study

OBSERVATIONS & RECOMMENDATIONS

Reflecting on the pre-planning, proceedings, and final products of the CPTED Training Event, several observations and recommendations are made below.

1. **Need for Technical Assistance Support Resources.** In addition to supporting TNJ in its regional planning public involvement activities, the NGO Micro-Grant Program was designed to offer funding to participating organizations to conduct a supplemental planning activity to benefit their local communities. Several of the awarded community-based organizations



WomenRising leads an interactive activity at the follow-up workshop to identify strategies for improving a vacant lot in their study area.

had identified crime and safety issues as a primary barrier to neighborhood revitalization and building sustainable communities. While the NGO Micro-Grant program was meant to provide funding support, it was recognized that the selected teams would benefit from additional technical assistance support to

fully assess their crime and community safety issues. Rutgers-Bloustein School, in collaboration with its TNJ partner, Housing and Community Development Network of New Jersey, concluded that CPTED training offered a cost-effective means for delivering the needed technical assistance. The Local Initiatives

Support Corporation (LISC) was subsequently engaged to leverage additional funding to mobilize a skilled trainer and to extend the opportunity for training to other interested community based organizations in Newark.

2. Formal Arrangement and Funding Supported Team Formation, Attendance and Report Completion.

SafeGrowth Plans were prepared by four of the six community-based organizations that attended the training, including all three of the organizations that were funded by TNJ's NGO Micro-Grant Program. This may be as expected as the NGO Micro-Grant Program provided a dedicated source of funding for these participating organizations to undertake their supplemental planning activity. NGO Micro-Grant participants were somewhat more invested in the training, in part, because they had already applied for the competitive funding grant and, as such, had entered into a formal agreement with Rutgers, the fiscal and administrative agent of TNJ, to receive their grants. As a condition of their grants, these organizations were also expected to attend workshops and participate in other meeting and planning activities of TNJ (e.g., discovery phase workshop, fair housing workshop, standing committee events).

3. Demonstrating Commitment.

Participating organizations were called upon to build multi-disciplinary teams – community leaders, neighborhood residents, public safety officers, code enforcement officials, land use or neighborhood planners – to participate in the CPTED field audit teams to address community safety concerns. Time and resources are required to secure solid commitments from several



Saville shares his vision for Newark - a city where dedicated teams of volunteers work together to plan and implement SafeGrowth strategies - effectively reducing crime by serving as a form of "powerful neighborhood governance".

municipal departments, community organizations and individuals who should be engaged to establish an effective CPTED/SafeGrowth planning process. While training community-based organizations in CPTED principles is appealing, it is the development of stable, multi-disciplinary teams that is vital for fostering a collaborative problem-solving approach which is at the heart of CPTED/Safe Growth planning activities. Therefore, an important early task of any program to fund CPTED training and SafeGrowth planning activities should be demonstrating a firm commitment of resources from municipal leadership and community-based organizations. This demonstrated commitment should be a condition for receiving funding for a CPTED Training or CPTED planning study.

4. **Building an Effective Data Partnership.** In addition to mobilizing local staff focused on crime prevention, planning and code enforcement, an important component of commitment from local municipalities should be the provision of available data compiled or maintained by their agency, including crime incidence (e.g., Part I crimes and quality-of-life crimes), weighted service calls, traffic safety and pedestrian crashes, code violations, and abandoned properties.
5. **Experienced Trainer As Catalyst.** Mobilizing a qualified, skilled trainer (or team of trainers) with a background in public safety, urban design and placemaking and community outreach may steer participants toward more innovative solutions and making important connections.

Some CPTED experts are likely to be particularly focused on the 1st Generation CPTED Basic Principles and devote their attention to the conditions of the physical built environment and public safety policing. However, the SafeGrowth planning exercise described in this report greatly benefitted from a trainer who was also capable of instilling deeper consideration of the importance of the 2nd Generation CPTED Principles of "capacity", "cohesion", "connectivity", and the "culture" of communities. Teams may be challenged to explore these social or human environment themes without a skilled trainer capable of making the all-important connections between crime prevention and building strong social capital and community cohesion.

6. **Role for Specialized Technical Expertise.** The community-based organizations that prepared their SafeGrowth Plans received some technical assistance in the use of data and mapping from the Alan M. Voorhees Transportation Center at Rutgers and Vertices, LLC, the developers of the Mappler platform. This form of technical assistance was limited to providing GIS participatory mapping assistance, provision of select demographic data sets and final report design. In subsequent initiatives, perhaps with additional funding, specialized technical expertise from consultants could be mobilized in land use planning, urban design and placemaking, crime data analysis and mapping using GIS tools, or public engagement, among other skills. Technical assistance consultants, under this alternative approach, might hold charrette-like exercises with the multi-disciplinary CPTED teams to leverage local knowledge and concerns. Meeting early

and often with the CPTED/Safe Growth Teams, report preparation could be effectively outsourced to the professional community. While requiring more funding, the approach could still build collaborative problem-solving process and still bind together the multi-disciplinary teams toward the preparation of a locally-feasible Safe Growth plan for implementation.

- 7. Tool for Community Empowerment and Capacity Building.** The CPTED Training/Safe Growth initiative also sought to empower community-based organizations who work in, and on behalf of, traditionally disadvantaged populations. The program was intended to deliver resources and training to these organizations as well as strengthen relationships and coalitions between these organizations and governing institutions (e.g., city agencies, MPO) and other stakeholders (e.g., residents, neighborhood or business associations, merchants, schools) within their affected community. In the process, participants were exposed to CPTED/SafeGrowth principles, relevant data and analytical methods, and the use of modern technologies (e.g., GIS mapping, mobile device audit tools).

It is important to keep in mind this capacity-building program goal in undertaking any CPTED/SafeGrowth planning initiative; technical expertise that may be mobilized for specific planning studies should always work in support of this community empowerment and capacity building goal. As already suggested by the broader goals and design of the NGO Micro-Grant program, one effective means for ensuring this is to fund trusted community-



Partner Leonard Robbins from the Housing and Community Development Network provided technical assistance for the participating organizations.

based organizations to assist in mobilizing participation in disadvantaged communities throughout the planning process.

- 8. Funding a CPTED/ Community Safety Pilot Program.** In New Jersey, several CPTED-related initiatives have been recently undertaken in recognition of the barriers that crime plays in building healthy, sustainable communities. In addition to the subject CPTED Training exercise,

TNJ funded a CPTED study in the City of Paterson through its Local Government Capacity Grant Program. TNJ partner, the Housing Community Development Network of New Jersey, had also sponsored a CPTED training in the City of Paterson in 2012. Recognizing the linkage between safe communities and chronic disease, the New Jersey Department of Health worked previously with Rutgers New Jersey Medical School, and United Parks as One (a local group

in Newark) on a project to provide community-based recommendations to improve safety in Newark parks. Sustainable Jersey has also initiated the development of a Safety by Design for Parks action under its voluntary certification review program that provides points to local municipalities that implement actions toward building a sustainable community.

What's clear from these and other similar initiatives is there is a continuing need for appropriate community policing – not crime fighting, but multi-disciplinary community safety programs that can prevent crime through strategies that strengthen relationships and understanding between crime-afflicted neighborhoods and local governments.

TNJ Project Team partners, such as the North Jersey Transportation Planning Authority (NJTPA), NJ Transit and the Office of Planning Advocacy (on behalf of the state of New Jersey state agencies including the Department of Community Affairs and New Jersey Department of Transportation, among others) have a continuing and abiding interest in ensuring pedestrian safety and securing safe routes to schools, safe routes to transit, and safe access to parks and open spaces. These objectives warrant the establishment of program funding to undertake community planning processes and implementation-minded studies that bring together all of the affected stakeholders – regional and local governments and NGO partners - to build safer communities.

A valuable first step for TNJ partner, NJTPA, would be to establish a CPTED/ Community

Safety Pilot Program targeted to enhancing traffic and community safety and walkability in places of low opportunity within the region. Because community safety issues plague low-income and high-minority communities to a disproportionate extent, this type of planning initiative is a means for establishing meaningful community engagement processes and addressing environmental justice; it is also a means for identifying and addressing long-standing concerns that deeply impede access to the ladders of opportunity for social advancement and good health.