



communityconnect
INTERNATIONAL DISTRICT

Action Plan

I. EXECUTIVE SUMMARY

● Mission Statement

The International District Community-Based Crime Reduction (CBCR) initiative views crime and violence as a serious public health issue that requires a holistic and community-driven response. The CBCR initiative will engage residents of the International District and involve stakeholders to learn about and join the crime reduction and community development action plans of the CBCR Leadership Council and its different working groups.

The CBCR initiative has a vision of a safer, more peaceful International District, accomplished by cultivating and boosting the neighborhood's existing strengths and resilience to decrease crime rates. The project aims to implement a variety of place-based interventions under the broad categories of 1) community health and social services and 2) community prosecution and policing in an effort to build trust, connect at-risk populations with resources, and combat crime in hot-spot areas.

The International District CBCR initiative seeks to support the following core elements of the CBCR program: data-driven, community-oriented, spurs revitalization, and builds partnerships.

● Core Leadership Team

○ Second Judicial District Attorney's Office

- Raúl Torrez, Bernalillo County District Attorney
- Adolfo Mendez, Chief of Policy and Planning
- Theresa Romero, Community Prosecutor
- Virginia Perez-Ortega, Program Administrator
- Johnn Osborn, Deputy District Attorney

○ Community Steering Committee

- Jeff Anderson, ArtsHub
- Dr. Gabriel R. Sanchez, University of New Mexico
- Pat Davis, City Councilor, District 6
- Reyna Luz Juarez, Community Member
- Suzy Sanchez-Beg and Jeff Holland, Endorphin Power Company
- John Bulten, East Central Ministries

● Data-Driven Elements

During the planning process, the CBCR team considered a number of qualitative and quantitative variables. The core leadership team and research partner examined demographic data; area-specific crime data, including incident- and address-level information and aggregated crime by type; maps of associated metrics such as public health, education, and transportation;

and more qualitative measures of community concerns such as perceptions of safety and wellness. The DA's office has a data connection to the Albuquerque Police Department and is able to regularly access and analyze calls for service, map incidents and their relative frequencies, and create tools for viewing crime trends over time. Data is shared within the core leadership team as well as being accessible to the Leadership Council and working groups in their efforts to plan and implement the various projects. The above types of data will be used to assess progress and measurable outcomes of the projects.

A significant consideration was the existing set of resources in and available to the International District. The research partner and each of the working groups engaged in an extensive process of asset mapping (see Appendix A), using the UCLA Center for Health Policy and Research framework for the process¹. Effective community development efforts are contingent upon a basic understanding and documentation of community assets, capacities and abilities. Thus, the key to enhancing community capacity is to locate all local assets and begin connecting them with one another in a manner that greatly improves their power and effectiveness (Kretzmann and McKnight 1996).

Asset mapping is a fundamental part of community engagement, whether related to crime prevention or economic development (Aigner, Raymond, and Smidt 2002; Beaulieu 2002; Berkowitz and Wadud 2003; Roehlkepartain 2001). Kerka (2003) with Ohio State University's Center on Education and Training for Employment describes asset mapping as "documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced, not deficits to be remedied." The UCLA framework defines a community asset or resource as anything that improves the quality of community life. These assets might include: the capacities and abilities of community members; physical structures or places such as schools, hospitals, churches, libraries, or community centers; local businesses that provide jobs and support the local economy; neighborhood or civic organizations; and local private, public, and nonprofit institutions or organizations.

The UCLA framework recommends the following steps to create an asset map:

1. Define community boundaries.²
2. Identify and involve partners: the key partners represented in the CBCR group are a vital part of this process, with more groups to be determined – some of which are mentioned in draft Asset Map.
3. Determine what type of assets to include: the draft ID Asset Map includes some of the key groups, facilities, institutions, organizations and individuals in the community. The CBCR group should determine what other assets we should include.
4. List the assets of groups: an exercise identifying the assets of each group involved in CBCR, and other groups in the International District.
5. List the assets of individuals: in addition to the elected officials listed in the draft Asset Map, other key leaders and community members should be identified and their assets related to this project. These might include faith leaders, neighborhood association leaders, business owners and non-profit and social service agency directors.

¹ Section 1: Asset Mapping - healthpolicy.ucla.edu

² <https://www.cabq.gov/planning/documents/internationaldistrict11X17.pdf/view>

6. Organize assets on a map: finally, working with a research and data team, the assets should be mapped using the International District Sector Development Plan Map. The UNM GPS team could support this mapping effort.

The “International District Asset Map” (see Appendix A) is a preliminary list of as many of the above assets as possible. The CBCR team looks forward to working with community members to further expand the list.³

Prior to receiving the CBCR grant, the DA’s Office worked with the John Jay College of Criminal Justice on plans to join the National Network for Safe Communities and to consult with the College on implementation of the Group Violence Intervention model (GVI) and Pulling Levers techniques. The GVI project in Albuquerque is still under development with the CBCR team participating in its implementation. John Jay College is currently performing a problem analysis of Albuquerque as a whole. This process involves a group audit and incident review, in which representatives from APD and the DA’s Office reviewed every active and violent group⁴ in the city, as well as every homicide from January 2017-November 2019 and every non-fatal shooting from January 2019-November 2019. The purpose of this group audit and incident review was to identify group-motivated incidents (GMIs). After reviewing the data, John Jay produced a preliminary Problem Analysis Report, which included an analysis of group population, the extent to which groups are connected with homicides and shootings, characteristics of group involved violence, social network analysis, and recommendations/next steps. The Problem Analysis report is included as Appendix B.

- **Community-Oriented Efforts**

The Leadership Council and CBCR team narrowed down ideas for effective and realistic initiatives that will accomplish the holistic community-based crime reduction goals of the CBCR grant. During the first two meetings of the Leadership Council, the partners created issue-specific working groups that concentrate on different areas of speciality and concern. These working groups are focused on Kids and Families, Behavioral Health, Economic Development, Infrastructure, and Law Enforcement. The working groups defined their statements of purpose, established their priorities, strategized about necessary data collection, and identified a comprehensive set of projects that complement one another to address the underlying causes of crime.

The DA’s Office hired a project administrator in May 2019 to manage the grant activities. The DA’s office also hired an intern, who is a community member of the target area, to assist with the first Early Action Project and provide general support to the CBCR activities from June 2019 through May 2020. The office funded the internship position outside of the CBCR grant. The project administrator and intern worked with the CBCR team and the Leadership Council to (1) define and plan the Early Action Project, (2) identify existing projects

³ Mary Emery & Cornelia Flora (2006) Spiraling-Up: Mapping Community Transformation with Community Capitals Framework, *Community Development*, 37:1, 19-35.

⁴ John Jay defines “group” as two or more individuals who engage in violence and/or criminal acts together, especially groups who have been actively involved in violence within the last 1-2 years.

and programs in the International District that can be supported, enhanced, and incorporated into a crime-reduction model, (3) support the individual working groups, and (4) build trust and relationships in the community. The project administrator convened the different working groups to strategize and create their own action plans. These action plans were later incorporated into a cohesive intervention strategy. Each working group selected their own leaders and the dynamics of each working group differed from one another.

The working groups are comprised of representatives from the following community-based organizations and social service providers:

- ABC Community School
- Albuquerque Public Schools
- Bernalillo County Behavioral Health
- Bernalillo County Community Health Council
- City of Albuquerque Parks and Recreation
- East Central Ministries
- Endorphin Power Company
- International District Economic Development Center
- International District Healthy Communities Coalition
- Manzano del Sol Village
- New Mexico Community Data Collaborative
- New Mexico Department of Health
- New Mexico Legal Aid
- Office of African American Affairs
- Presbyterian Community Health
- Street Safe NM
- The New Mexico Asian Family Center
- Together4Brothers
- United States Attorney's Office
- United Way of Central New Mexico, Mission: Families
- VIZIONZ-SANKOFA

Different organizations serving on the Leadership Council will partner with the DA's Office in planning, training, and staffing related to the proposed mobile resource hub project. Members of the community and working groups will have important roles in developing and staffing the resource hub, updating and maintaining a resource guide of existing services, and identifying further service needs in the community.

- **Spurs Revitalization Efforts**

The proposed projects seek to spur revitalization in the International District by engaging residents and supporting their efforts to improve their neighborhoods. Some of these projects include neighborhood clean-ups/beautification efforts and art projects. The CBCR team will partner with New Mexicans to Prevent Gun Violence to make gun violence awareness murals at or near major crime hot-spots. These murals will be created by youth who live in the

International District and the CBCR team is actively looking for locations for these interactive paintings. The CBCR team also prepared a nomination form for partners to suggest locations for clean-up activities (parks, alleyways, etc). CBCR will pair youth with service projects. CBCR will continue to participate in CiQlovia, described further in the Early Action Project summary.

Members of the business community were not specifically involved in the planning process, but there are a number of planned engagements moving forward. The community prosecutor and program administrator will participate in the District 6 Merchants Coalition meetings; this is a group of business owners and merchants along Central Ave. from Nob Hill into the International District. The community prosecutor will provide training about the criminal justice process and applicable laws. CBCR has also partnered with the International District Economic Development Hub, a relatively new organization in the International District that supports residents to create businesses and grow the job base.

Community organizations and neighborhood associations were involved throughout the planning process and will remain CBCR partners in the action phase. Endorphin Power Company (EPC) is a major partner of CBCR and provided an office space for the team to use that is centrally located in the International District. Neighborhood associations include members⁵ of the District 6 Neighborhood Association Coalition. Other community health partners include Presbyterian Healthcare Services, Arts Hub, and East Central Ministries. East Central Ministries is a critical partner for staffing the mobile resource hub with community navigators.

- **Builds Partnerships**

During the planning phase, the DA's Office reached out to community leaders, neighborhood residents, and representatives from various organizations and institutions that serve the International District. More than fifty individuals from schools, service providers, law enforcement, and community organizations partnered with the DA's Office and committed to serving on the CBCR Leadership Council. The Council met six times during the planning phase on January 23, February 20, April 13, May 21, August 28, and November 20, 2019. The Community Steering Committee, composed of Leadership Council members, is an active part of the core leadership and collaborative team, providing valuable community voices to the DA's office.

The Leadership Council and its constituent working groups were instrumental in the planning phase and will continue to be engaged during the implementation of the projects they helped propose. The Leadership Council and individual working groups will continue to meet regularly during the implementation phase.

The research partner, UNM Innovation Academy, conducted literature reviews regarding the intervention proposals, established baseline data for the target area, and will assist in creating and measuring evaluation and assessment metrics for the project implementation. They will collect qualitative data in the form of "PhotoVoice" and will create a feedback survey utilized at

⁵ Fair West Neighborhood Association, Elder Homestead Neighborhood Association, La Mesa Neighborhood Association, and South San Pedro Neighborhood Association

the proposed resource hub to identify and address further community needs. One of the researchers attended the CBCR All-Sites meeting in St. Louis, MO with the program administrator and community prosecutor.

Elected officials who supported the CBCR initiative in 2018 include Debbie Sariñana (NM State Representative), and the 2018 New Mexico Congressional Delegation: Tom Udall, Steve Pearce, Ben Ray Lujan, Michelle Lujan Grisham, and Martin Heinrich. City government and public safety partners include Tim Keller (Mayor of Albuquerque), Tim Geier (APD Chief of Police), Johnny Yara (Commander, APD SE Area Command), Pat Davis (City Councilor, District 6), and Vanessa Baca (Manager of City of Albuquerque Office of Neighborhood Coordination).

II. PLAN NARRATIVE

- **Scanning**

The CBCR Leadership Council and the working groups examined pressing issues and risk factors in the International District, including poverty, witnessing/experiencing violence, use of alcohol and other drugs, homelessness, incarceration, truancy, economic disparities, lack of access to health services, childcare, after school programming for youth, inadequate public transportation, and easy access to guns. These chronic difficulties lead to cyclical and inter-related problems that prevent the development and maintenance of a functioning community. Residents of the International District have a long, shared history in being over-policed, over-studied, and underserved.

The New Mexico Community Data Collaborative (NMCDC) developed and shared neighborhood data with the working groups. Some of the data included child health and well being, school retention, student mobility, drop out rates, etc. That data guided the working groups and informed their decisions to craft their action plans. The groups worked diligently to identify tangible long-term solutions that address the root causes of violence. Please see Appendix H for more details about this root cause analysis.

Overwhelmingly, the Leadership Council requested assistance to connect individuals and families to the resources they need, most of which already exist in the International District. It became clear to the CBCR team that there are many misconceptions and assumptions about how the criminal justice system operates. For example, it is not uncommon for residents to conflate the responsibilities of the different law enforcement agencies (state and federal), prosecuting authorities, CYFD, city and county government, etc. Community members requested training on some of these topics.

The Leadership Council and the different working groups concluded that violence in the International District, and in general, is a complex issue and the solution must be comprehensive. They prioritized feasible, systemic change rather than creating new programs. They agreed that any crime-reduction strategy must be long-term, community driven, and based in compassion, respect, and responsibility. The proposed CBCR framework places children and families in the

center, honors their voices and desires, and builds on their resilience and survival skills. These approaches will address the overarching goals of the projects: building trust and maintaining productive relationships between criminal justice stakeholders and members of the community, connecting at-risk populations (specifically families) with resources, and combat crime in hot-spot areas with creative place-based solutions.

- **Analysis**

The CBCR target area, the International District, is located in the southeast quadrant of Albuquerque, New Mexico, in Bernalillo County. The City of Albuquerque defines the International District borders as Lomas Boulevard to the north, Wyoming Boulevard to the east, Gibson Boulevard and Kirtland Air Force Base to the south, and San Mateo Boulevard to the west. It is home to 37,600 people— 6.7% of Albuquerque’s population—and is made up of seven distinct neighborhoods: Fair West, Siesta Hills, Trumbull Village, Elder Homestead, La Mesa, and South San Pedro. Four have active neighborhood associations.

The International District constitutes most of an established geographic crime analysis area designated as the “Southeast Crime Zone” (SCZ). The International District is served by the Albuquerque Police Department Southeast (SE) Area Command. The International District falls entirely within beats 333, 334, 335, and 336. Although only 6.7% of Albuquerque’s population resides in this District, 13% of calls for service come from the SE. There are 12,444 total addresses in the SE.

The International District is disproportionately affected by violent crime: 27% of homicides, 37.3% of non-fatal shootings with injury, 22.2% of aggravated assaults, 19.9% of carjackings, 23.6% of robberies, and 20% of non-fatal shootings without injury. Of the total addresses, 10.99% (1,367) had one or more violent crime incidents; 3.7% (461) had two or more violent crime incidents, 0.87% (108) had five or more violent crime incidents, and 0.27% (34) had ten or more violent crime incidents.

The following are the top 15 addresses for frequency of violent crimes, accounting for 479 incidents from 2014-2016:

- McDonalds/Circle K, located at 8601 Central Ave. NE (intersection of Wyoming and Central) (98 incidents)
- Wyoming Terrace Plaza Mobile Home Park, located at 9000 Zuni Rd. SE (46 incidents)
- Walmart, located at 301 San Mateo Blvd. SE (45 incidents)
- Circle K, located at 7817 Central Ave. NE (intersection of Pennsylvania and Central) (35 incidents)
- Shopping center/strip mall (Subway, Big Lots), located at 5555 Zuni Rd. SE (28 incidents)
- CVS Pharmacy (now closed and vacant), located at 7105 Central Ave. NE (intersection of Louisiana and Central) (25 incidents)
- Walgreens/bus stop, located at 5201 Central Ave. NE (intersection of San Mateo and Central) (24 incidents)

- Alon, located at 6900 Zuni Rd. SE (23 incidents)
- Madeira Court Apartments, located 1001 Madeira Dr. SE (23 incidents)
- Multi-family housing unit, located at 1101 Madeira Dr. SE (18 incidents)
- Cinnamon Tree Apartments, located at 7220 Central Ave. SE (17 incidents)
- 7-Eleven, located at 5401 Kathryn Ave. SE (17 incidents)
- Desert Sands Hotel (demolished), 5000 Central Ave. SE (16 incidents)

The proportion of city murders located in the SCZ has trended up: 20% in 2014, 26% in 2015, 31% in 2016, and 27% in 2017.

Property crime also plagues the International District. Of the total addresses, 23.65% (2,943) had one or more non-larceny property crime incidents; 7.88% (981) had two or more non-larceny property crime incidents; 1.38% (172) had five or more non-larceny property crime incidents; and 0.51% (63) had 10 or more non-larceny property crime incidents.

The following are the top 15 addresses for frequency of non-larceny property crime from 2014-2016, accounting for 704 incidents:

- Walmart, located at 301 San Mateo Blvd. SE (154 incidents)
- Wyoming Terrace Placa Mobile Home Park, located at 9000 Zuni Rd. SE (115 incidents)
- Cinnamon Tree Apartments, located at 7220 Central Ave. SE (93 incidents)
- Plaza Feliz Apartments, located at 517 San Pablo St. SE (40 incidents)
- Warren Park Apartments, located at 900 Continental Loop SE (39 incidents)
- Extra Space Storage, located at 201 Eubank Blvd. SE (34 incidents)
- Continental Arms Apartments, located at 1200 Madeira Dr. SE (33 incidents)
- Multi-family housing unit, located at 1101 Madeira Dr. SE (33 incidents)
- Encino Gardens Apartments, located at 412 Alvarado Dr. SE (30 incidents)
- McDonalds/Circle K, located at 8601 Central Ave. NE (intersection of Wyoming and Central) (29 incidents)
- Valencia Court Apartments, located at 200 Valencia Dr. SE (29 incidents)
- Warren Continental Apartments, located at 920 Continental Loop SE (25 incidents)
- Nob Hill Apartments, located at 4949 Roma Ave. NE (25 incidents) (not in ID)
- Villa Apartments, located at 1111 Cardenas Dr. SE (25 incidents)

(See Appendix C, SE Crime Data)

- **Response**

In consultation with the community and technical advisor, the CBCR project proposes to implement a two-pronged public health response to crime reduction and prevention. The proposed public health framework will focus on 1) community health and social services and 2) community prosecution and policing.

The Centers for Disease Control's Public Health Approach to Violence Prevention is a four-step process rooted in the scientific method. The four steps are: (1) Define and Monitoring the Problem, (2) Identify Risk and Protective Factors, (3) Develop and Test Prevention

Strategies, and (4) Assure Widespread Adoption.⁶ During the Scanning and Analysis phases of the CBCR grant, the Leadership Council and working groups informally engaged in the first two steps of this approach.

Step 1: Define and Monitor the Problem

As is the case in any other community, crime drivers in the International District are diverse and complex. These drivers are defined in more detail in the following sections. The conditions in the International District present multiple risk factors for violence at the societal, community, relationship, and individual levels. Taking into account the underlying factors that drive criminal behavior in the International District, crime is highly concentrated in this area. This is compounded by the historical mistrust that members of the community had with the DA's office and law enforcement agencies.

The working groups voiced that there is a lack of community cohesiveness and a need for centralized coordination of existing resources that allows for meaningful engagement with residents, including the homeless population. The working groups also noted that language access is a barrier for many people in the International District to obtain the services and resources they need. Resilience to violence is enhanced by (a) coordination of resources and services among community agencies, (b) access to mental health and substance abuse services, and (c) support and connectedness, including connectedness to one's community, family, peers/social network, and school play a significant role in communities experiencing less violence.⁷

Step 2: Identify Risk and Protective Factors

- Risk Factors

The International District struggles with high poverty, unemployment, and health disparities for disability, obesity, diabetes, heart disease, and injury due to pedestrian and bicycle accidents. In the most recent State school quality grading, four of the District's public schools received Fs and the other two received Ds. The District is in the top three areas for concentrations of vacant and abandoned properties.

Individuals with four or more adverse childhood experiences (ACEs) in low income urban areas, like the International District, are more than three times more likely to be arrested as a juvenile, and nearly three times more likely to be charged with a felony as an adult. They are

⁶ The Public Health Approach to Violence Prevention.
<https://www.cdc.gov/violenceprevention/publichealthissue/publichealthapproach.html#2>

⁷ Connecting the Dots: An Overview of the Links Among Multiple Forms of Violence. A publication of the Centers for Disease Control and Prevention and Prevention Institute.
https://www.cdc.gov/violenceprevention/pdf/connecting_the_dots-a.pdf

half as likely to graduate high school, and four times more likely to suffer from symptoms of depression or engage in health compromising behaviors.⁸

Interventions addressing substance use, mental health, and lack of stable housing are integral to understanding drivers of crime. Compared to the larger population, homeless people suffer from increased risk of mortality and chronic health conditions. This population is also disproportionately more likely to suffer from mental illness and substance abuse (Goering et al. 2002; Drake, Osher, & Wallach 1991). Poverty and barriers to accessing care and housing stability further exacerbate negative health outcomes and feelings of pervasive powerlessness, social isolation, and exclusion among the homeless population (Wang et al. 2011). Moreover, the absence of formal and informal social support further diminishes individual mechanisms to combat these stressors (Bassuk et al. 2002; Chambers et al. 2014).

- International District Strengths and Assets

The research partner conducted data analysis and produced an “asset inventory,” which reflects the strengths of the International District. They also analyzed quantitative and qualitative data points during the planning year, including US Census data, crime rates, vacant houses and buildings, and surveys and interviews of people in the community. Please see “Data-Driven Elements” and “Assessment” sections for more detail regarding the baseline data collection and asset-mapping process.

The most valuable resources within the International District are the people who live, work, learn, play, and pray there. The International District has one of the highest concentrations of New Mexico of individuals fluent in a language other than English— 40% of residents speak a non-English language at home. Language diversity in the District is twice that of other Bernalillo County residents. Residents speak dozens of languages, including English, Spanish, Vietnamese, Navajo and other Native American languages. Additionally, this area is one of the most diverse in the state of New Mexico with 17% of its residents identifying as foreign-born, 52% identifying as Hispanic, and a higher population of Blacks and Asians compared to the rest of the state.

The International District is home to many community organizations and agencies that provide physical and behavioral health and social services, assistance to veterans, affordable housing, economic activity development, and inmate and ex-offender support. Faith-based and religious organizations play an important role in the International District and continue to engage in efforts to make the area safer and more inclusive. There are over 25 churches, synagogues, temples, fellowships, and groups in the area. Children living in the International District go to school at La Mesa Elementary School, Emerson Elementary School, Whittier Elementary School, Wilson Middle School, Hayes Middle School, Van Buren Middle School, and Highland High School. There are numerous Head Start, licensed day care, and after-school programs, both within the schools and at other agencies.

⁸ Giovanelli, Allison, et. al. “Adult Childhood Experiences and Adult Well-Being in a Low-income, Urban Cohort” *Pediatrics* 2016; 137(4)

Multiple public facilities are located in the International District. These facilities provide places for the children and families to meet, to organize and to serve as anchors to the redevelopment and economic stability of the area. They include: Cesar Chavez Community Center, Mesa Verde Community Center, San Pedro Public Library, and the NM State Fairgrounds (Expo New Mexico).

Step 3: Develop and Test Prevention Strategies

By gathering and analyzing the qualitative and quantitative data during scanning and planning phases, the core leadership team narrowed down the proposed projects into two general categories: 1) community health and social services and 2) community prosecution and policing. The proposed projects aim to build trust, connect at-risk populations with resources, and combat crime in hot-spot areas.

- Community Health and Social Services:

Leadership Council members and community and government agencies already offer social and health programming including community clinic healthcare, chronic disease prevention and self-management, community health resources, substance abuse recovery, counseling, benefits access, victim support services, reentry support, and more. CBCR efforts will involve linking community members to those resources.

The first proposed project is the development of a Mobile Resource Connection Hub; this specific idea came from the extensive root cause analysis by the Kids and Families working group. For residents in high crime areas demanding more holistic, community-centered approaches to combat crime, Resource Hubs serve as a central portal of city resources and opportunities that inform, engage, and organize community members to connect and engage with city government. More importantly, the Hub is a community-empowerment tool equipping users with data to analyze issues and address barriers with available resources surrounding their homes. In addition, the Resource Hub will be a critical resource in the International District to connect local business owners, organizations, and households to each other through information abundance on the incidence, concentration, and type of crime. The utility of Mobile Resource Hubs has been demonstrated in other cities, most notably in Seattle, Washington.

This hub will be staffed by Navigators, also known as Promotoras, and will connect people to supportive agencies and services that already exist, but may be challenging to physically access. It will rotate between schools that serve students living in the International District, including Whittier Elementary School, Emerson Elementary School, La Mesa Elementary School, Van Buren Middle School, Wilson Middle School and Highland High School. It will also be utilized at various community events, including Albuquerque CiQlovia. The Hub will also be placed at parks in the International District in an effort to reach the homeless population.

The resource hub will be physically housed in a trailer that can be towed by the DA's truck or SUV. Navigators will connect people to existing community resources and will have a

phone and computers and/or tablets available to help with making appointments, filling out applications, etc. The hub will provide limited resources, including: bus passes, phone charging, WiFi, seasonal items (e.g. school supplies in the fall, coats in the winter, outdoor games and sunblock in the spring/summer, etc.). Recognizing language access as a barrier to resources, the hub will make every effort to have translation and interpretation services in order to reach the most people in commonly spoken languages. The hub will have a limited number of prepaid cell phones and calling cards, which will not be advertised but will be an additional resource available in some circumstances. The hub will expand to host community partners that will provide services such as flu shots, health screenings, and assistance in obtaining identification.

Navigators/Promotoras will be local community members trained⁹ and engaged in outreach, prevention, education, and advocacy. Community navigators have been essential to improving social, economic, and health outcomes particularly in vulnerable, culturally and linguistically diverse communities (Dohan & Schrag 2005; Onken et al. 2002). Community navigators are local natural leaders selected by community members who act as a conduit between the community and service providers (Henderson & Kendall 2011) by institutionalizing collaboration. Due to institutional difficulties of accessing health, economic, and social support communities become increasingly vulnerable to poor quality of life.

Community navigators are in a position to promote positive approaches to well-being and have been shown to minimize the social determinants of health by enabling community member access to and connecting them with appropriate and timely services. Furthermore, these individuals are critical for communicating grievances and providing intel on community dynamics such as incidents of crime or gang violence, encounters with the police, or neighbor conflict. Ultimately, community navigators provide additional community-based care and social support to culturally and linguistically diverse community members (Eng & Parker 2002; Henderson & Kendall 2011). In addition, navigators have also been integral to training communities on culturally-tailored, preventative care measures particularly among households with financial issues or language barriers.

Navigators will collect data about the resources accessed and number of people served by the resource hub. The research partner will create an electronic survey (please see Appendix D) that will document certain data points, including: number of people contacted, demographics of people served, resources accessed, and content of discussions. Navigators will collect information from people accessing the hub, as well as document their own perceptions.

The CBCR team will promote the Hub on the District Attorney's social media accounts and website, social media accounts of partner organizations, and other forms of advertising. Because the Hub is designed to help meet the needs of people where they are physically located, much of the Hub's outreach and promotion efforts will be conducted out of the Hub itself at various locations throughout the city. The core leadership team is actively working on a marketing strategy, including a recognizable name for the Hub that effectively communicates its purpose. With this strategy in place, the Hub will also be advertised on a broader scale.

⁹ New Mexico offers state certification for community health workers. <https://nmhealth.org/about/phd/pchb/ochw/>

Many of the social service organizations in the International District voiced the need for grant writing support to secure funding and ensure program sustainability. An important part of the long-term vision of the project is maintaining and improving the financial health of the available resources and service providers in the International District, which requires the ability to investigate and apply for external sources of support. Some community agencies do not have the necessary skills or personnel to write grant applications for additional funding, whether from Bernalillo County or elsewhere. In conjunction with the physical resource hub, CBCR proposes partnering with a 501(C)(3) organization, likely Endorphin Power Company, to contract out for a grant writing support for social service agencies in the International District.

- Community Prosecution and Policing

The second proposed project is investment in community prosecution and policing. Community prosecutors work with citizens and police to identify proactive community-based strategies to control street behavior and quality-of-life disorders threatening neighborhood safety and security (Doolan 2002). In an effort to respond to crime and disorder rooted in community partnership, prosecutors assign attorneys to neighborhood-based offices and precincts to bring culturally sensitive legal expertise and representation to residents. The implementation of community prosecutors attempt to reinvent the justice system to instead incorporate restorative justice and restitution mechanisms (Boland 1996).

Compared to traditional prosecutor's approach to criminal justice, the goal of community prosecution is to improve commercial and residential life by restoring order and signaling zero tolerance for criminal behavior. They are the critical component to forging partnerships with law enforcement, the community, and public and private agencies to act as problem solvers (Gray 2008). Community prosecutors have implemented various tactics to address symptoms of crimes: engaging community groups, initiating educational programs in schools; working with victim groups; and using community courts. Though results are mixed, the literature largely agrees that community prosecutors help restore neighborhood accountability and satisfaction with and confidence in the criminal justice system through policy change (Park 2001; Doolan 2002).

The CBCR grant funded the community prosecutor position; the DA's Office filled the position in November 2019. This attorney is assigned exclusively to the International District (APD Southeast Area Command). The implementation of community prosecution practices will improve communication with law enforcement, focus attention on local crime problems, and create a system for more efficient prosecution. In the first four months, the community prosecutor attended over fifty meetings, trainings, and events with community members and agencies in the International District.

In addition to regularly attending community events to establish relationships and improve community trust, the community prosecutor will have a regular presence in the SE Area Command substation at different times to be accessible in person to detectives and to officers working the different shifts (day, swing, and graveyard). The community prosecutor will be the primary attorney contact for the SE area command officers during regular business hours (8a-5p,

Monday-Friday). The community prosecutor will also strive to have regularly scheduled weekly “office hours” in the SE substation to listen to community members regarding safety, crime, and quality of life concerns in the International District. The community prosecutor will also develop relationships with business owners and merchants in the International District and provide training in the basics of the criminal justice system.

- Community Restorative Justice Boards/Circles

One of the projects proposed by the Law Enforcement Working Group was the idea of creating a “community justice board” to replace traditional criminal prosecution for at-risk adolescents. In theory, specially trained volunteers from communities throughout Bernalillo County would hold family conferences to learn more about youth, their support systems and the circumstances of their offense. In line with a restorative approach, victims would be invited to participate in the family conference, or a victim liaison if the victim chooses not to participate. The DA’s Office would help guide, train, and support these volunteers so they could assign appropriate consequences designed to hold youth accountable, help them build life skills and promote long-term educational and career planning. The volunteers would conduct follow-up conferences to monitor progress, encourage the participants and help them feel more connected to their communities.

Members of the CBCR team met with multiple entities involved in the juvenile justice system to determine whether a community justice board for juvenile offenders is a feasible CBCR project. The New Mexico Children’s Code (NMSA Chapter 32A, Article 2) governs the process for how a juvenile case passes through the criminal justice system. When a law enforcement officer initiates a criminal case against a child, the officer will refer the matter to the Children, Youth, and Family Department (CYFD) and a juvenile probation and parole officer (JPPO) will conduct a preliminary inquiry.¹⁰ The JPPO has the authority to handle the first three misdemeanor referrals informally, without referring it to a Children’s Court Attorney with the DA’s Office for further action. The JPPO must notify the DA if the child is accused of a felony and can make disposition recommendations. At the time of the writing of this action plan, CBCR and the DA’s Office are cultivating the necessary partnerships with JPPO and CYFD that will allow for the creation of a restorative justice diversion program that can supplement the current system for juvenile offenders.

- Reduction of Gun Violence and Group Violence Intervention (Violence Intervention Program - VIP)

The CBCR project is a key component of an overall philosophy of reform and impact prosecution on the part of the DA’s office. Speed, certainty, and severity are the three principal components of Deterrence Theory as applicable to the criminal justice system. There is well-documented evidence that rather than the punishment itself, it is the certainty of being

¹⁰ https://cyfd.org/docs/prelim_inq_brochure_2009a.pdf

caught that serves as the most powerful deterrent of criminal activity.¹¹ The DA's office has therefore turned its focus to case initiation and prosecution with speed and certainty, maintaining severity for only the most high-impact offenders.

The key objectives of this practice of impact prosecution are identifying the small number of individuals and networks driving crime— thus posing the highest risk to the city and our target community— and enacting specific programs and policies to deter their criminal activity. The process of “tiering” defendants assists in this risk-based approach to prosecution. Using various data, the office has a system of making an empirical assessment of the risk presented by individual defendants and prioritizing cases to direct resources appropriately. Under this system, Tier 1 defendants are high-risk and impact, often committing the most violent crimes. Tier 2 defendants are medium-risk, and Tier 3 defendants are considered the lowest risk.

Reduction of gun violence is a major goal of the CBCR grant, and of the DA's Office and law enforcement partners in general. CBCR will implement place-based non-enforcement solutions to reduce gun violence at and near crime spots, including clean-up activities and gun violence reduction art projects. According to the National Network for Safe Communities at John Jay College, as much as 60-70% of a city's violent and gun crime is committed by 0.5% of its population, individuals who are likely to be connected to a group. Gun crime reduction strategies must focus on these few high-impact violent offenders, their networks, and their operations. New Mexicans to Prevent Gun Violence has presented as an important partner to accomplish these projects. Many of the related crime reduction and prosecution innovations at the DA's office also serve to support these efforts.

The DA's Office has made some necessary law enforcement connections and received support from the United States Attorney's Office, City of Albuquerque leadership, and the Albuquerque business community to move forward on the Group Violence Intervention (GVI) initiative. The City of Albuquerque announced the Violence Intervention Program (VIP) in November 2019, a partnership system that includes law enforcement, prosecuting authorities, social services providers, and the community to proactively interrupt the cycle of violent crime.¹² GVI/VIP will focus on the most high-impact crime driving groups, identified through collaboration and data-sharing partnerships. (See Appendix E for John Jay Group Violence Intervention, Albuquerque GVI University)

GVI is a focused deterrence, operational approach to reduce violence and increase trust between communities and criminal justice agencies. It deliberately breaks from past practices and recognizes that nearly everybody in “dangerous” communities are not dangerous, and that “dangerous” people are frequently victimized. GVI replaces traditional enforcement as much as possible with community standards and influence and explicitly explains how law enforcement will operate in the future. GVI emphasizes procedural justice in interactions with group

¹¹ Daniel S. Nagin. “Deterrence in the Twenty-First Century.” *Crime and Justice*. 42 no. 2 (2013); New Mexico Legislative Finance Committee Program Evaluation Unit. “Review of the Criminal Justice System in Bernalillo County.” (July 2018)

¹² <https://www.cabq.gov/mayor/news/mayor-keller-highlights-violence-intervention-plan>

members, families affected by violence, and community partners. GVI involves two major components: (1) law enforcement, and (2) root causes and social services.

The enforcement component focuses on holding groups accountable by any legal means (“pulling levers”) and specifying what criminal activities will trigger enforcement. All law enforcement partners coordinate to send a unified message to group members, typically in the form of a “call-in” where group members on probation or parole are notified that the next group to engage in violence will be met with swift, certain, and fair consequences for all members of the group. The group members are instructed to take the message back to their associates. The ultimate goals are to minimize actual enforcement, keep offenders and communities safe, and provide an honorable exit. The call-ins rely heavily on the “community moral voice” from respected members of the community, which leverages informal social control.

GVI also seeks to provide outreach and support to group members, viewing it as a moral and practical obligation. The pillars of this component include: (1) keeping people alive and out of prison, (2) providing affirmative outreach, (3) offering protection from risk, (4) addressing trauma, (5) providing the “big small stuff,” and (6) linking to traditional services. The Resource Hub will be utilized by the GVI initiative to offer resources and support to crime-driving group members seeking an “honorable exit.”

In order for GVI to be effective, all core law enforcement partners (state and federal enforcement and prosecution) must be committed to sharing information. The DA’s office developed a Crime Strategies Unit (CSU) to facilitate an intelligence-driven strategy of crime reduction, particularly for gun-involved and group-related violent incidents. Crime analysts and DA special agents use cutting edge data visualization, geo-spatial mapping, and other crime intelligence tools to identify high impact, repeat offenders in hotspot areas and their criminal networks. The DA’s Office hosted a bi-weekly “shooting scorecard” in which representatives from the DA, USAO, and local law enforcement agencies meet to discuss every shooting with an injury that happened since the last review. The purpose of these reviews was to gather the best intelligence, identify the most violent groups and group members, determine motivation, and track dynamics and emerging groups. The reviews seek to answer the questions of what happened, why it happened, what’s likely to happen next, and what can be done about it. The bi-weekly reviews have been ongoing since April 2019, but now take place within APD instead of at the DA’s Office.

The community prosecutor will participate in the implementation of GVI in Albuquerque, specifically the International District. The International District falls within the Project Safe Neighborhood (PSN) zone, an ongoing initiative led by the US Attorney’s Office. The community prosecutor will attend crime briefings with law enforcement partners, as well as reviewing warrants, tracking cases, and directing some data analysis activities. The community prosecutor will focus on local crime problems and concerns by regularly engaging with community members. Together with the program administrator, the community prosecutor will educate the community about the logistics of GVI and manage expectations, with the ultimate goals of building trust, maintaining social service partnerships in order to respond to and prevent

violence, and making policy recommendations. The research partner will create a survey to assess community perspective and input on GVI as the project moves forward.

○ Unforeseen Circumstances: COVID19 Pandemic and Public Health Emergency

On January 30, 2020, the World Health Organization (WHO) declared a global public health emergency due to the rapid spread of a novel coronavirus, now known as COVID-19. There have been devastating outbreaks around the world, with the infection rate and death toll climbing. WHO declared the outbreak a pandemic on March 11, 2020 and the United States declared a national emergency on March 13.¹³

New Mexico has taken drastic measures to respond to the pandemic in order to minimize the spread and adverse effects of COVID-19:

- On March 11, 2020, Governor Michelle Lujan Grisham declared a state of public health emergency in Executive Order 2020-004.¹⁴
- On March 13, 2020, State of New Mexico Executive Order 2020-005¹⁵ directed the closure of all public schools until April 6, 2020. On March 27, the Public Education Department extended the closure through the end of the school year.
- On March 13, the District Attorney's Office implemented a skeleton crew and ordered all employees with the capability to work from home to do so. These practices will remain in place indefinitely until the public health emergency subsides.
- On March 23, 2020, the Department of Health issued a public health emergency order closing all businesses and nonprofit entities, except those deemed essential, and further restricted mass gatherings.¹⁶ This order had the effect of similar "shelter-in-place" orders in other areas of the country. Residents of New Mexico were ordered to remain at home and gatherings of more than five people were no longer permitted.

As a result of this unprecedented public health emergency, the implementation of the proposed projects will undoubtedly be disrupted. The CBCR team is actively engaged in other tasks that further the goals of the grant, while complying with the directives of State leaders and practicing social distancing and isolation. The CBCR team is optimistic that the proposed projects will be a comfort and help to residents of the International District after this public health crisis passes.

The members of the CBCR leadership team, the community steering committee, and the leadership council are staying at home and avoiding in-person contact in line with state orders. As such, the community prosecutor and program administrator cannot meet with community members in the same manner and at the same frequency. The team has utilized several video conferencing platforms, including Zoom and Google Hangouts for community meetings. The CBCR team communicates changes in grant activities via the Leadership Council internal website and more broadly on the DA's external website. The CBCR community calendar is

¹³ <https://www.businessinsider.com/coronavirus-pandemic-timeline-history-major-events-2020-3>

¹⁴ <https://www.governor.state.nm.us/wp-content/uploads/2020/03/Executive-Order-2020-004.pdf>

¹⁵ <https://www.governor.state.nm.us/wp-content/uploads/2020/03/Executive-Order-2020-005.pdf>

¹⁶ <https://cv.nmhealth.org/wp-content/uploads/2020/03/COVID-19-DOH-Order-fv.pdf>

updated regularly and accessible on both of these platforms. Both the program administrator and community prosecutor regularly engage and check-in with stakeholders via electronic means as often as possible. The team intends for the working group and Leadership Council meetings to continue via video conferencing with the same frequency as pre-COVID-19. The Team acknowledges that attendance and participation will likely be lower during this period, but recognizes that ongoing community engagement is vital to the long-term success of the CBCR projects.

Some aspects of the action plan have stalled in the wake of the pandemic. Community prosecutor open office hours at the Southeast Substation are cancelled indefinitely and it is not particularly feasible to enact some of the systemic changes proposed through the community prosecution project in light of the uncertainty surrounding COVID-19. For example, the DA's Office has completely streamlined the "on-call" procedures and warrant approval to an online platform. While the community prosecutor remains electronically available to law enforcement in the Southeast Area Command, all APD officers are expected to follow the same procedures. Maintaining the infrastructure of the criminal justice system and ensuring individual constitutional protections will depend on consistency during this uncertain time, which leaves little room to challenge the status quo and implement new and innovative practices.

The launch of the mobile resource hub will be postponed until after the pandemic passes. The team hopes that it will be able to gather and purchase the necessary supplies and equipment so that the Hub can be launched as soon as possible after social distancing orders are relaxed. This will be critical, as the economic effects of the pandemic will impact individuals and families in the International District--potentially more severely than the State as a whole. It will be a crucial time to connect residents of the International District with supportive services. In the interim, the CBCR team identified ShareNM as a new and important partner. ShareNM is an online resource directory organized by specific geographic locations. It is primarily utilized by public health navigators to connect individuals to resources in their areas. The CBCR team will work with ShareNM to enhance the International District page.

Step 4: Assure Widespread Adoption (Sustainability)

The proposed projects are sustainable beyond the life of the CBCR grant. Mission: Families, an initiative of the United Way of Central New Mexico, focuses on enhancing access to resources for children and families so that they can thrive. Mission: Families is committed to investing in projects and activities that will utilize the resource hub. The idea of a mobile resource hub is unquestionably aligned with their values and principles. Representatives from United Way voted to partner with CBCR and support the mobile resource hub project, rather than create a separate one.

The United Way conducted extensive research through focus groups and concept mapping on capacity gaps and program ability to promote protective factors and implement childhood resiliency resources. This research was done independently of the CBCR project and is included in Appendix F. Based on their findings from this research, United Way determined

that a mobile resource hub will be an effective model to address service accessibility and will seek to replicate it in the counties it serves.

The DA's Office will continue working with APD to develop, test, and implement community prosecution policies and procedures. The DA's Office may decide to expand the community prosecution model and assign experienced attorneys to other area commands in Albuquerque.

GVI/VIP is a long-term project that may not see significant results within the life of the CBCR grant. The DA's Office and law enforcement partners recognize that GVI will take time to implement and are committed to the long-term success of the program. The CBCR team will make policy recommendations for GVI/VIP sustainability based on community engagement. The DA's Office sought permanent state funding for CSU, which is an instrumental component of the GVI/VIP effort. The momentum of the CBCR efforts helped the DA's Office advocate for more resources to achieve these goals.

The CBCR team, along with the research partner, will periodically assess the sustainability of the proposed projects based on data collected through the assessment instruments, explained in more detail below. The team will adapt and change the projects based on these assessments to ensure long-term success. At the end of the grant period, the research partners will produce a final evaluation report with policy and practice recommendations that will address the sustainability and replication of the projects.

- **Assessment**

The research and evaluation team will continue to provide research and data support across the full range of CBCR projects and activities, in addition to conducting the final evaluation. Because crime is a complex, context-dependent issue, its solutions must be community-driven and comprehensive. Solutions should engage every level of analysis: the individual, the family, the community or neighborhood, providers in the district, organizational practices, legislation, and the environment. In addition, the evaluation strategy for crime prevention must also be multifaceted to understand the underlying risk factors and the community capacity and assets that bring resilience to the neighborhood.

The CBCR team has developed an electronic sharing and storage system for all draft reports, data-sets, and notes. The team also established a partnership with a community organization, the New Mexico Community Data Collaborative, who has been tracking and mapping data in this area and who has agreed to provide access to their data-tools in exchange for our team's sharing of new data as the project evolves. Linking with other stakeholders will help sustain this effort beyond our grant period. The CBCR team built a system to collect information about the range of activities that are occurring across the project to include in the evaluation. This includes the number and attendance at community meetings, process for choosing impact projects and making key decisions. The formation of working groups organized around key themes and their progress toward goals. Finally, an independent evaluation team at

the University of New Mexico agreed to evaluate the research team and their progress toward their goals.

The research and evaluation team will conduct a full evaluation at the end of the grant period. This is largely driven by the goal to be able to capture broad changes in the socio-economic conditions of the neighborhood and changes in crime outcomes. These outcomes do not often move from year to year; therefore, waiting until the end of the grant is the most feasible proposal. However, the team plans to utilize PhotoVoice as an ongoing evaluation tool to track the impact of the CBCR projects on an annual basis, in addition to the larger qualitative and quantitative evaluation that will occur at the end of the grant period.

- Pre-Intervention Data and Asset Inventory

The research and evaluation team completed a pre-intervention baseline data collection effort for the evaluation. The community voiced early and consistently that there was a wealth of existing data, as they felt that their community had been historically overstudied. Much of this information was rarely reported back to the community, nor did it necessarily feed into strategic efforts to improve outcomes. The research and evaluation team therefore shifted gears from the goal of original data collection to conducting a comprehensive landscape analysis, pulling in all existing quantitative and qualitative data points for baseline indicators. These data points included measures of crime activity, vacant houses and buildings, attitudes from surveys of community members, and summaries of interviews conducted in the community. The team also gathered relevant indicators from the US Census across the census tracts defined as being within the boundaries of this area in partnership with the community partners.

The baseline data is incorporated into the overall project in the form of the asset inventory, described in more detail in the “Data Driven Elements” and “Response” sections above. Documenting and distributing an asset inventory is a crucial first step to developing a localized implementation plan and evaluating these efforts. The team participated in numerous community meetings and working group sessions to ask members of the International District about their views of accessible assets and resources. The team annotated these resources with direct links to data so that community leaders, residents, and coalitions can locate the resources geographically pertinent to residents. The asset inventory provides a positive perspective on this community that is often stereotyped, hyper-marginalized, and defined externally in a negative way. The baseline data has led to two info-graphics: one providing a visualization of the assets available in the community, and another detailing descriptive statistics consistent with strengthening human capital. These info-graphics will serve as the foundation for a short report laying out those assets and how they can be translated into economic development and well-being.

While collecting baseline indicators of positively focused assets, the team also collected indicators of challenges and obstacles. These measures will be catalogued alongside the assets in our report that the team intends to have available for community review at the end of this budget year. Among the assets included in our inventory are sources of external funding that could sustain or enhance the proposed CBCR projects. This includes foundations who previously or

currently supported projects in the International District. This report will be disseminated to the Leadership Council and working groups via online platforms. Community members will also have access to this report.

The research partner will use the following outcome measures to assess changes in socio-economic conditions within the International District:

Property Use

- % change in vacant housing and abandoned properties
- Property conditions

Crime

- Crime reduction percentages
- Average days between shootings
- Theft percentages
- Top addresses for crime frequency
- Crime diffusion

Quality of public institutions

- Concentration of public parks
- Use of public parks (are they being used and how often)
- Use local resource HUB and crime reduction
 - PhotoVoice

The PhotoVoice project will serve as an ongoing assessment throughout the grant period. It is often difficult for researchers to accurately observe and analyze community behavior, norms, culture, and practices of living typically among marginalized or disadvantaged populations (Jurkowski & Paul-Ward 2007; Leipert & Smith 2009). PhotoVoice is an efficient and effective community based, participatory research method providing processes by which people can identify, represent, and enhance their community through a specific photographic technique especially in marginalized communities (Wang & Burris 1997; Maclean & Woodward 2013; Wallerstein & Martin 2006; Wilson et al. 2007).

PhotoVoice serves three functions: 1) to permit folks to document and reflect upon community strengths, resources, assets, and concerns, 2) to promote critical dialogue, knowledge production, social action or political mobilization through the gathering of photos or visual images around important issues facing the community, and 3) to reach policymakers and researchers by sharing this expertise and insight (Wang & Burris 1997; Sutton-Brown 2014). PhotoVoice pushes past boundaries of conventional assessment by inviting community members to become advocates for their own well-being and the well-being of their community.

In addition, PhotoVoice gives community members authority, power, agency and control over how they see their communities, and the ways in which they wish outsiders to understand both formal and informal processes that function within the spaces they occupy. This activity

gives cameras to those who might not have access with the premise that they record actions, ideas, moments, objects, entities, or processes meaningful to places where members live, work, and play. The more local participation the greater likelihood that the program site will generate richer and more complex meanings of the social setting in which they inhabit. Typically, techniques such as PhotoVoice are used to describe community inventory, community needs assessment, context evaluation, diagnostic evaluation, formative or process evaluation and social diagnosis (Wang & Burris 1997). While community members may produce competing or entirely different forms of meaning making from similar photographed objects, facilitators must use this to reinforce their complementary nature. PhotoVoice is meant to expand and demonstrate flexibility in meaning-making by allowing all members to contribute to the analysis. PhotoVoice can sustain advocacy efforts and community capacity when it is inclusive of all community members.

PhotoVoice application in the International District requires the following:

- Cameras (digital or disposable)
- Facilitators
- Community leaders
- Consent form for participants
- Common space to discuss photos
- Transportation if folks cannot easily maneuver around their neighborhoods
- Materials to document photos and discussion around them (white board, chalk board, markers, pens, paper, recorders)
- SHOWeD questionnaire

The ultimate task of PhotoVoice is to capture images representing things around you that make you feel safe/unsafe, healthy/unhealthy, happy/unhappy, empowered/discouraged. Participants create a storyboard consisting of simple drawings and captions to describe the following: (a) their picture (why they took the photo and what someone else might see in the photo), (b) what they thought or felt about the subject of the photo, (c) what might have happened right before the photo was taken, (d) why it happened, (e) what would happen next in the story, and (f) what they hoped would happen in the future. This exercise allowed group members to grasp the idea of causality by seeing a photograph as a moment in a narrative sequence (Wilson et al. 2007).

Facilitators teach or improve the community's ability to work together effectively, to provide information or guidance, and reduce dependence on the facilitator for solving future problems (Schwarz 1994). Facilitators in conjunction with community leaders will be critical to uncovering patterns of meaning both present and absent, distinguishing and analyzing themes, styles of talking, nonverbal expressions, and mapping the sites of these photos to locate asset trails throughout the community. Moreover, they are integral to discussing the role of power, privilege, ethics, and positionality in photo-taking as to not exploit, mistreat, downplay or undermine other members (Minkler & Wallerstein 2003). Furthermore, participants in this activity should be diverse in age, income, experience, social power, gender, sexuality, and education. Finally, the SHOWeD questionnaire should be administered during the discussion phase to reflect on the photographs and allow participants to respond in writing to the following questions: What do you See here; What's really **H**appening here; How does this relate to **O**ur

lives; **Why** does this problem or asses exist; What can we **Do** about it (Wang 2003; Wang & Burris 1994).

We expect to evaluate the following performance measures through the implementation of the PhotoVoice activity:

1. Feelings of safety/security
2. Feelings of health/wellness
3. Feelings of community/individual (adults vs youth) empowerment
4. Feelings of happiness
5. Crime reduction percentages- crime measured every month by the Albuquerque DA's office

- Perceptions of Crime, Safety, and Policing Survey

The CBCR team expects to evaluate the following performance measures through the implementation of a Crime, Safety, and Policing Survey:

1. Feelings of safety/security
2. Perceptions of police and prosecutor performance in the International District
3. Feelings of individual empowerment/efficacy to influence neighborhood conditions
4. Perceptions of community disorder such as property use and property conditions, street vacancies
5. Perceptions of initiatives to address violent crime and safety in the International District
6. Demographic comparisons

Please see survey instrument in Appendix D.

III. BUDGET AND NARRATIVE

Please see budget detail worksheet and narrative in the attached "Budget" folder.

IV. EARLY ACTION PROJECT SUMMARY

The District Attorney's CBCR Team and Leadership Council participated in activities surrounding ABQ CiQlovía as part of the CBCR grant's Early Action Project in Albuquerque's International District. CiQlovía is an annual event that promotes community health and safety by closing down streets to traffic and creating a fun and safe space for cyclists and pedestrians. It is modeled after similar "open streets" events worldwide. This year, the event featured a community health fair, activity booths, food trucks, live music and dance, artwork, exhibits, vendors, and more. The team intends to participate in future CiQlovía activities in ongoing community engagement.

The grant's Early Action Project aimed to encourage community mobilization, spread information about the grant, develop relationships with leaders and residents of the neighborhood, collect qualitative data, and foster engagement and sustainability. For its Early

Action Project, the CBCR grant sponsored part of the event, mobilized a volunteer effort, and hosted an activity booth. The grant team also participated in marketing efforts for the event, creating printed materials and attempting to reach the community through radio and television interviews.

On Saturday, October 19, volunteers from the DA's office, CBCR Leadership Council, and Highland High School helped CiQlovía organizers clean the park and paint the street in preparation for the event the following day. Volunteers swept sidewalks and Southern Ave, cleaned trash and needles from nearby Phil Chacon Park, and painted colorful patterns onto the bike lane and intersections. On Sunday, October 20, the CBCR project hosted an activity booth, handing out free bike helmets, reflective backpacks, tshirts, and bike locks to children and families as well as providing information about the grant and related initiatives. Volunteers from the community and the DA's office helped at the booth and with general event coordination.

The CBCR team engaged the community with a safety mapping project by collecting data on a large map of the International District. They asked people who stopped by the CBCR booth to pin four locations on the map: a place where they feel safe (green pin), a place where they feel moderately safe (yellow pin), a place where they do not feel safe at all (red pin), and a place where they go often (blue pin). The team recognized a number of trends in conversations with community members and by viewing the map at the end of the event. Some people did not choose their home as the place they felt the safest, youth tend to feel safe at school, people do not necessarily feel safe at places they go to often.

With respect to the top addresses for violent and property crime, a number of those locations were pinned to the map with frequency:

- Intersection of Wyoming and Central (businesses include McDonalds/Circle K and Pizza Hut): Safe (1), Not Safe (13), Kind of Safe (2), and Go Often (3)
- Intersection of Louisiana and Central (businesses include Albuquerque Downs, closed CVS store, and a major bus stop): Safe (0), Not Safe (9), Kind of Safe (4), and Go Often (2)
- Walmart, located at 301 San Mateo SE: Safe (3), Not Safe (5), Kind of Safe (3), and Go Often (21)

Other frequently pinned locations included:

- Intersection of San Pedro and Central (businesses: El Mesquite Market, Sonic Drive In, Circle K): Safe (2), Not Safe (2), Kind of Safe (1), and Go Often (5)
- Phil Chacon Memorial Park: Safe (5), Not Safe (6), Kind of Safe (5), and Go Often (3)
- Van Buren Middle School: Safe (5), Not Safe (0), Kind of Safe (2), and Go Often (5)
- Highland High School: Safe (3), Not Safe (0), Kind of Safe (3), and Go Often (1)

For full details about Albuquerque CiQlovía 2019, please see Appendix G.

V. APPENDIX

All appendices are included in the attached “Appendix” folder.

- A. International District Asset Inventory (CiQlovia Safety Map included in this Appendix)
- B. John Jay Albuquerque Problem Analysis Report
- C. Hotspot Maps
- D. Perceptions Survey (Draft)
- E. John Jay Albuquerque GVI University Slides
- F. Mission: Families Research Report - Young Families Focus Groups & Community Partner Group Concept Mapping Exercise
- G. ABQ CiQlovia 2019 Report
- H. Kids and Families Iceberg
- I. Early Action Project Budget Breakdown
- J. Implementation Budget
- K. Research Partner Budget