Stories:
Using Information in Community Building and Local Policy

Jake Cowan with
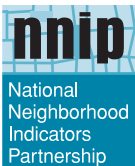G. Thomas Kingsley

Stories:
Using Information in Community Building and Local Policy

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ACKNOWLEDGMENTS

Contents

INTRODUCTION

The National Neighborhood Indicators Partnership (NNIP) is a collaborative effort of the Urban Institute and local organizations in 29 cities that operate recurrently updated information systems with neighborhood level data and work to ensure the data will be applied effectively in policy development and community building.[1]

When the Urban Institute first became involved with the local partners in NNIP, it asked about evidences of payoff from their work with neighborhood level data in their communities. Recognizing that no simple objective measures were likely to be available, we settled on the approach of developing write-ups of case experiences where the use of the data clearly made a difference to local outcomes. The first collection of these stories was published in a HUD report in 1997.[2] A second edition was published directly by NNIP and the Urban Institute in 1999.[3]

In the period since then, NNIP has grown from six to 29 local partners. Its work has expanded into new areas substantively (e.g., cross-site initiatives on health, welfare-to-work,

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[1] Since the partnership began operating in 1995, it has undertaken a number of activities including: holding regular partner meetings and conferences, preparing guidebooks and reports, operating a website and email list-serve, and implementing a series of cross-site action initiatives which test innovative ways to apply the data in multiple cities (all documented at www.urban.org/nnip - also see Kingsley and Pettit, 2004). The Annie E. Casey Foundation has been the primary funder of NNIP, although a number of other funders have provided support over the years, prominently the Rockefeller and Fannie Mae Foundations.

[2] G. Thomas Kingsley, Claudia J. Coulton, Peter A. Tatian, "Mapping Your Community: Using Geographic Information to Strengthen Community Initiatives." (Washington, DC: U.S. Department of Housing and Urban Development, October 1997).

[3] "Stories: Using Information in Community Building and Local Policy. Expanded Edition." National Neighborhood Indicators Partnership Report. (The Urban Institute, July 1999).

prisoner reentry, and community development/land markets) and technically (advances in web capacities, preparation of national data sets, work with parcel-based data systems), and we have devoted more energy to work with other groups that are furthering the national information agenda.

This monograph presents cases from 18 cities where NNIP partners have been working actively to improve conditions in their communities. A total of 29 new cases are presented, beginning with stories where data was used to influence the development of local initiatives and public policies. Stories have been grouped in six substantive categories: Neighborhood Development; Housing; Children and Schools; Crime and Prisoner Reentry; and Health and Service Delivery.

Section 1
NEIGHBORHOOD DEVELOPMENT

1.1 - Housing Market Data Guides Neighborhood Investment Strategies (Cleveland)

The Center on Urban Poverty and Community Development, a research institute housed at Case Western Reserve University's Mandel School of Applied Social Sciences, has been working with Cleveland's Strategic Investment Initiative (SII) to address the problem of vacant and abandoned properties and stimulate market recovery in six Cleveland neighborhoods since February of 2005.

SII participants include Neighborhood Progress, Inc. (a local community development intermediary), the Community Advocacy Clinic at Cleveland State University's Law School, governmental agencies and six community development corporations (CDCs) representing the neighborhoods that are part of the Initiative.

Case Western provides the SII with data from NEO CANDO (Northeast Ohio Community and Neighborhood Data for Organizing) and other sources about the housing market in the six neighborhoods targeted for redevelopment by the Initiative. These data are being used by CDCs to guide their property acquisition and investment strategies. The data supplied by Case Western includes a comprehensive inventory of properties in each neighborhood, with details on who the current owners are, the transfer history of the property, and the condition of the property (blighted, vacant or abandoned).

Data on property conditions come from on-site surveys (conducted by CDC staff) that are integrated with administrative property data. If a CDC already owns a property, it uses these

data to identify properties that are nearby that are good candidates for acquisition because they are vacant, abandoned or have an absentee owner. Additionally, CDCs view these data on a map to look for clusters of properties that are good acquisition targets, regardless of whether the CDC has an existing ownership stake in the cluster.

In some cases where CDCs successfully make contact with the owner of a targeted property, the CDC has been able to successfully negotiate to acquire the property. CDCs are using Case Western's data on property values to assist in determining an acquisition price.

In cases where the owner cannot be located or is nonresponsive, the CDCs work with Cleveland State's Community Advocacy Clinic to take court action to resolve the nuisance. This partnership with the Community Advocacy Clinic has successfully forced some owners to take action to cleanup their properties, and has also resulted in the transfer of some properties to CDC control.

These data are updated on a monthly basis so that CDCs can adapt their strategies in response to changing conditions. CDCs are continuing to acquire properties and have already torn down a number of blighted properties in anticipation of building new units. The work with the SII groups is part of a larger more ambitious effort known as the Vacant Property Coordinating Council. This coordinating council is concerned with broader policy reform in the arena of vacant and abandoned property. Representatives from Cleveland's community development industry, the City of Cleveland, Cuyahoga County, the Northeast Ohio First Suburbs consortium, and foundations sit on the Council. Additions to the parcel report within NEO CANDO are a result of the interaction with the SIIs and the Vacant Property Coordinating Council.

1.2 - Data used to select new investment areas for neighborhoods initiative (Baltimore)

The Baltimore Neighborhood Indicators Alliance (BNIA) produced a report for the Executive Director of Baltimore's Healthy Neighborhoods Initiative, Inc. (HNI, Inc.) that was used to guide the selection of new investment areas. HNI, Inc. targets neighborhoods for improvement that have a strong housing stock, and seem likely to rapidly improve if they receive an infusion of new investments.

BNIA produces quarterly reports as well as a year-end report for HNI, Inc. These reports detail trends for housing indicators for target blocks in HNI, Inc. neighborhoods. BNIA tracks six key housing indicators:

- median sales price,
- number of housing units sold,
- median number of days a house is on the market,
- percent of residential properties that undergo mortgage foreclosure,
- percent of residential properties that are vacant and abandoned, and
- the percent of residential properties with building permits for rehab investment over $5,000.

BNIA examined these six housing indicators for potential new investment areas in northwest Baltimore. It provided this information to the Executive Director of HNI, Inc., who used it in a presentation to the Sinai Medical Center Board of Directors in March 2006. The Board needed to select two neighborhoods from a proposed list of four. Based on the data BNIA provided, two new neighborhoods were selected for inclusion in the Healthy Neighborhoods Initiative, Inc. program, bringing the total investment areas from 10 to 12. BNIA's data revealed that the two selected neighborhoods had higher median sales prices, and fewer properties that were foreclosed upon or that were vacant and abandoned. These indicators convinced the Board their investment would be more likely to leverage results in the two selected neighborhoods.

The selection of these new neighborhoods will bring new investments from Sinai Medical Center, which is located near both of the new neighborhoods. BNIA will continue to report on the progress in all HNI, Inc. investment areas.

1.3 - Report prompts city leaders to examine strategies for improving access to goods and services in neighborhoods (Chicago)

The Metro Chicago Information Center (MCIC) released a report in October 2005 on the disparate access to goods and services for some Chicago neighborhoods. MCIC's report, "Chain Reaction: Income, Race, and Access to Chicago's Major Player Grocers" examined the locations of the outlets of major food chains in relation to neighborhood conditions. MCIC also analyzed a wide range of other commercial location patterns, such as major fast food restaurants, major pharmacies, and liquor stores, all of which are frequent substitutes for grocers in low-investment communities. Additionally, MCIC did baseline analysis on other commercial indicators relating to health and wellness, services, food and drink, entertainment and culture, and general shopping. The report showed that lower income and minority communities have less access to quality food and other consumer goods than other Chicago

residents. Communities with less access to grocery stores are primarily located on Chicago's South side.

The report was highlighted in City Council debates following its release, and the Mayor's Office sponsored a forum on grocery store location in Chicago. Several major grocery stores attended the forum and heard presentations on the need for more stores in targeted Chicago communities. The forum also featured a presentation of other MCIC data such as area population and local buying power, which demonstrated the viability of larger-box grocery stores in these targeted communities. Commitments were made by the grocery stores to work with the City Department of Planning and Economic Development to analyze suitable sites and opportunities. MCIC plans to continue to update and publish these data each year to monitor the progress on this issue.

1.4 - Property data used to develop targeted strategies for neighborhood improvement (Providence)

In Providence, the web-based urban land information system has been created to help community development corporations, city officials and others deal with problem buildings and develop targeted strategies for neighborhood improvement. The Providence Land Information System is an interactive database search and mapping application that contains data on every property in the City of Providence. Along with data on land and buildings from the Assessor's office, it includes data on foreclosures, utility delinquencies, and housing code and health code enforcement actions. In addition, the database contains the results of an ongoing citywide survey of unutilized and abandoned property.

A tool developed in 2005 allows users to create listings of properties according to any criteria they choose. For example, criteria such as the presence of code violations, tax delinquency, or Public Works Environmental Tickets for trash or illegal dumping can be used to identify properties for rehabilitation, demolition, or some other intervention. Search results can be organized by location so that small areas with similar property characteristics can be identified, and appropriate improvement strategies developed.

Users can pull down screens in the system showing detailed data (including photographs) for individual properties. Individual property records include a comments box, to enable users to write in their own observation about the property and a map viewer showing a map of properties surrounding the one selected, enabling the user to find descriptive information about them.

The tool is being applied by different types of users and recognition of the potential has motivated several new applications of the data in decisionmaking and program implementation. For example, the data are being used by the RI Housing Resources Commission to identify emerging foreclosure trends and by local CDCs to evaluate properties for potential acquisition. Staff from the Providence Plan are maintaining the system, including posting utilization/abandonment input from community partners, and providing trainings and responding to user suggestions.

1.5 - Neighborhood coalition uses data to improve neighborhood conditions (Baltimore)

The Baltimore Neighborhood Indicators Alliance (BNIA) tracks data on services provided in city neighborhoods. These data have been useful in the efforts of The Brooklyn and Curtis Bay Coalition, an umbrella group of neighborhood organizations, to advocate for better services in their community.

BNIA staff provided information to Coalition leaders about data available to measure on-the-ground conditions in the community. The Coalition tracked the number of service calls to the city's Department of Public Works for problems with trash and abandoned cars. The calls provided a measure of both the conditions in the community and the level of citizen involvement in changing those conditions.

Having gained experience using BNIA data, the Coalition began to collect primary data on neighborhood conditions. The group developed a customized survey for measuring trash collection in the neighborhood. The organization distributed the survey forms to residents and groups, to document how effective trash pickup is and to identify property owners that are not adhering to rules about trash pickups.

The Coalition has presented these data to representatives of the Department of Public Works as evidence of the need for improvement in trash collection in the neighborhood. The Coalition is continuing to use these data to monitor conditions while they negotiate with the Department to develop solutions to this problem.

The Coalition has also used BNIA data in grant proposals and in strategic planning. "I don't have a large staff. So it's been just fabulous to have some organization like BNIA keeping tabs on the numbers," says Carol Eshelman, Executive Director, Brooklyn and Curtis Bay

Coalition. "It really helps us to track what's going on." Carol has used BNIA's web site to track indicators such as home sales, and number of days homes for sale are on the market. These indicators have been useful in their development of strategic neighborhood action plans, including advocating for the location of a new high school in their neighborhood.

Section 2
HOUSING

2.1 - Data on multifamily properties at risk of losing their affordability status are used to target programs to protect tenants (Washington, DC)

Using the Department of Housing and Urban Development's *Multifamily Assistance and Section 8 Contracts Database*, NeighborhoodInfo DC produces regular reports on properties whose subsidy is due to expire, as well as on what properties have expired or been renewed since the previous report. The reports, first assembled in 2005, are enhanced with additional data collected from local technical assistance providers and affordable housing advocates about whether the tenants at each property are organized, and whether they have an organization providing them with legal, financial, development or management assistance. This data are collected via email, phone and in-person meetings. At the in-person meetings, technical assistance providers review property listings and share knowledge about properties and strategies for preserving their affordability.

City officials use these data and reports to track their progress in funding initiatives to preserve affordable housing. The DC Department of Housing and Community Development now issues these data with their request for proposals for grant funding targeted to support tenant organizing. This level of detail about buildings has helped to identify specific buildings where the federal subsidy is due to expire and no assistance is being provided to tenants. When these cases are identified, tenant assistance providers and the City can target their investments towards intervening at these at-risk properties.

Since the enhanced detail provided by technical assistance providers tracks the type of assistance provided at a property, and maintains a history of whether the property is

preserved as affordable over time, in the future these data will be used as a basis for designing property-specific preservation strategies.

2.2 - Analysis identifies properties eligible to receive assistance with replacing lead-based deteriorated plumbing systems (Nashville)

In Nashville, the Neighbors Reaching Out (NRO) Neighborhood Association and the Metropolitan Development and Housing Agency (MDHA) worked together to decide how to allocate CDBG funds on a project to improve the living conditions of community residents. Residents were given the opportunity to propose projects. A common theme among their suggestions was concern about homes that are poorly insulated and/or have malfunctioning plumbing systems. From these meetings, a program was proposed that would provide subsidies to fix these problems. To be eligible for the subsidized home repairs, several criteria were established including that a home needs to have lead or galvanized pipes that need replacement and that the property's homeowner must be 62 years of age or older.

The Neighborhood Resource Center utilized data to help the residents of the NRO Neighborhood Association locate homes that are potentially eligible to receive the subsidy for modernized plumbing systems. The NRC used parcel data from the Metropolitan Nashville Planning Department and the Davidson County Assessor's Office with the County Voter Registration Database to identify neighborhood homes that, based on their age, were likely contained lead-based/deteriorated plumbing systems. To determine whether properties were occupied by seniors, they used voting records which listed the birth date and address of the voter.

The 2005 report shows there were a total of 606 residential properties in the NRO Neighborhood, about half of which were built prior to WWII according to Assessor's data. The NRC merged age data from voting records with these data to identify 87 properties that were built before 1943 and that were likely occupied by an individual over the age of 62 based on voting records. NRC produced a list for the neighborhood association to use in notifying households about the program.

2.3 - Data Influences Development of Plan to End Homelessness (Sacramento)

During 2005 and 2006, the Community Services Planning Council (CSPC) worked with a local Leadership Committee providing research and project management to develop a Ten-

Year Plan to End Chronic Homelessness. CSPC data and research was influential in bringing a diverse set of government, nonprofit and private sector leaders to adopt a housing-first approach that aims to end homeless. The Leadership Committee was moved to this housing-first orientation by evidence presented by the CSPC that the old model of managing chronic homeless had not resulted in any long term improvement for persons experiencing homelessness in Sacramento County.

CSPC worked with Sacramento County Department of Human Assistance who conducted a point-in-time survey of homeless persons in Sacramento County to make this case. Of the 123 homeless persons who responded to their survey, 74 (60 percent) met the criteria for being considered "chronically homeless." These individuals were long-term residents in Sacramento County, with physical and/or mental disabilities. CSPC also provided information about local programs, as well as programs in other communities, that have made progress towards ending chronic homelessness.

CSPC's research was synthesized for inclusion in the Ten-Year Plan document, which was unanimously approved by both the Sacramento County Board of Supervisors and the Sacramento City Council in September 2006. A Director of the Ending Chronic Homelessness Initiative has been hired to oversee implementation of the plan. In addition, a Policy Board is being put in place to provide oversight to the implementation.

Section 3
CHILDREN AND SCHOOLS

3.1 - Children's Report Card helps bring recognition to Sacramento as one of the '100 Best Communities for Young People' (Sacramento)

The Sacramento County Children's Report Card, first published in 2000, was established to show how well the Sacramento community is fulfilling its promise to children. The 2002 Report Card highlighted many of the community's successes and challenges and the 2004 Report Card includes data and trends over the last four years in 45 indicators. The 2004 edition was a major contributor in Sacramento's successful bid to be named one of the "100 Best Communities for Young People" by the national group America's Promise. The report covered demographics, family economics, education, health, safety and social and emotional well-being. The Community Services Planning Council (CSPC) provides the research and project management for the report card.

Creation of the Children's Report Card was, and continues to be, a community-wide process. For the 2006 Children's Report Card, the CSPC returned to the citizens of Sacramento County to ask their assistance in creating and updating this living community document. In the fall of 2005 more than 500 individuals, 36 percent of whom were youth under the age of 24, provided input on the relevance and importance of the indicators and identified additional key issues for possible inclusion. This input was gathered through a series of twenty-nine meetings in neighborhoods throughout the county. In response to the community input gathered, the 2006 report contains five new indicators: Nutrition and Fitness, Youth Development Assets, Community Safety, Access to Technology and Special Needs.

Every two years the CSPC holds a Children's Summit to plan activities for the coming year that will help improve results documented in the Report Card. The 2006 Children's Summit included a policy panel, and a youth panel, and all attendees began work on drafting a Sacramento County Children's Charter. Work on this Charter is ongoing with community wide participation from policy makers, youth, government and nonprofit youth service providers and others. The development of a Children's Charter is an outgrowth of the increased focus placed on youth assets, as measured in the 2006 Children's Report Card.

3.2 - Review of Test Score Data Prompts Changes in Schools (Denver)

The Piton Foundation and the Colorado Children's Campaign's analysis of test scores in Denver schools revealed that improvements in schools' test scores have been overstated in State reports. The findings were detailed in the July 2005 report, "Looking Back to Face Forward: Confronting Growing Gaps and Declining Achievement in Denver Schools." The report showed that improvements in accountability ratings masked test score decreases as well as the widening achievement gap between wealthier and poorer schools. The decline in the number of schools performing unsatisfactorily had been reported as a measure of improvement in State reports. In most instances, schools that have moved out of the unsatisfactory category have done so by moving their lowest-performing students to the partially proficient category. So, while the ratings look better, the number of schools performing at the partially proficient level remained high. The partially proficient level is the second lowest rating on the four point measurement scale being used in the State reports; unsatisfactory is the lowest level on the scale. Further spatial analysis revealed that in the Denver metro, improvements by schools above the partially proficient level were geographically concentrated in high-income neighborhoods, while low-income neighborhoods saw their schools perform at the same or lower levels than the previous year. As a result, the achievement gap in Denver schools widened, despite a concerted effort over the past few years to narrow it.

The report received negative reviews from the district superintendent at the time of its release. However, in 2006 the newly hired superintendent, Michael Bennett, recognized how useful the study was in indicating to both an internal audience and to the public some of the challenges facing Denver Public Schools. The district is now working much closer with outside researchers, as well as Denver's residents, to identify district challenges and to look for solutions. The Piton Foundation plans to revisit the study in the near future to reexamine achievement trends to evaluate the district's progress.

3.3 - Data Drives Development of Reading Initiative (Chattanooga)

The Community Research Council (CRC) in Chattanooga, TN provided support for the development of Hamilton County's Reading Initiative.[4] At the request of the Community Foundation of Greater Chattanooga, the CRC produced a report with a demographic overview of the county, a discussion of demographic factors that may affect reading capacity and detailed data related to pre-school and K through 3 interventions in the county. The July 2005 report, "Demographic and Social Characteristics Affecting Reading Capacity in Hamilton County", presents the most recent data – on a school-by-school basis – on the ability of third graders to read at grade level in County public schools. It featured demographic data such as population growth, racial diversity and educational attainment. In addition, enrollment and test score data is presented for public and private schools. The findings from 2004 test data included that in 14 of 48 public schools, fewer than 80 percent of students were achieving reading proficiency by third grade. The students failing to achieve reading proficiency were also more likely to be economically disadvantaged and more likely to be African-American.

The Reading Initiative recommended the creation of a countywide program under the auspices of the County Mayor. The County Mayor has taken ownership of the Initiative's goal of ensuring that 95 percent of all third graders are reading at grade level by 2010 and has appointed a Chief Reading Officer for Hamilton County.

CRC is now in the process of working with the Chief Reading Officer to develop an annual Reading Report Card to monitor progress on the Initiative.

3.4 - Measuring School Readiness at the Community Level Helps Support Improvements in Early Development (Seattle)

Numerous groups and initiatives in Seattle-King County have focused on improving school readiness and engaging parents, early childhood educators and school districts. Several efforts were pivotal for implementation of school readiness assessment in King County.

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4 In August 2008, the Community Research Council was renamed as The Ochs Center for Metropolitan Studies.

- The Early Learning Opportunity grant included an extensive community engagement effort (including community conversations with parents, child-care providers and kindergarten teachers about school readiness) and developed a school readiness guide for parents in multiple languages in 2003.

- The Early Childhood and School Readiness Action Agenda recommended that the Early Development Instrument (EDI) be used as the basis for countywide population-based measure of children's readiness for kindergarten.

The Early Development Instrument (EDI) is a survey tool designed to measure how well-prepared groups of children are to learn in school settings. Kindergarten teachers answer questions about how children in their classes are doing in five areas of childhood development. These areas are: physical health, social competence, emotional maturity, language and cognitive development and communication and general knowledge.

Initially the EDI questions were reviewed locally for cultural bias, resulting in the deletion of one question. In 2005 four statistical analyses were carried out in order to test the EDI for fairness across racial/ethnic and language groups in King County. The results of these analyses give evidence of strong validity and reliability overall. By changing four additional items, the EDI can be strengthened and by increasing teacher training, teacher rating can be made more consistent.

The county public health department (Public Health—Seattle & King County) and the United Way of King County initiated the use of the EDI in three local school districts. Shoreline and Bellevue school districts participated in using the EDI in the 2003-2004 school year and Highline school district completed the EDI assessment in the 2004-2005 school year. All children who are enrolled in kindergarten in a participating school district are included, so that every neighborhood can get a complete picture of how their children are doing and where there are gaps in school readiness.

The EDI findings (5 categories of child development to measure children's readiness for school) are mapped along with socioeconomic characteristics of each neighborhood in a school district and the location of community assets (child care centers, libraries, literacy and parent programs). These findings have helped to inform community groups, schools, parents, child care providers and other stakeholders about school readiness of children in neighborhoods within these districts. The findings are helping local groups prioritize actions to eliminate gaps in school readiness.

Over the next 10 years, the Bill & Melinda Gates Foundation will partner with other public and private entities through *Thrive by Five: The Washington Early Learning Fund* to help all Washington families' access affordable, quality early learning for their children. The White Center area is the site for one of two Early Learning Initiative community-wide intervention projects in Washington State. In this community-wide strategy the goal is to reach all children in the community regardless of income. The Foundation and the state will use school readiness data to measure improvement. The EDI has gained visibility through a presentation to the Washington Early Learning Council and support from the Gates Foundation.

Exhibit 1: Across the Highline School District, 29.4% of kindergarten students are not prepared for school. This map provides detail for individual neighborhoods in the Highline School District.

Percent of Highline Public Kindergarten Children Vulnerable (Unprepared)
In One or More Categories of School Readiness, 2005

White Center-Boulevard Park

28.1%
78 children
(277 total)

Burien

37.0%
73 children
(197 total)

**Normandy Park-
Three Tree Pt**

23.8%
21 children
(88 total)

SeaTac

29.2%
74 children
(253 total)

Legend

Percent vulnerable* in one or more categories

Less than 30%

30–40%

More than 40%

*Vulnerable children score in the lowest 10%

Des Moines

27.7%
40 children
(144 total)
Des Moines
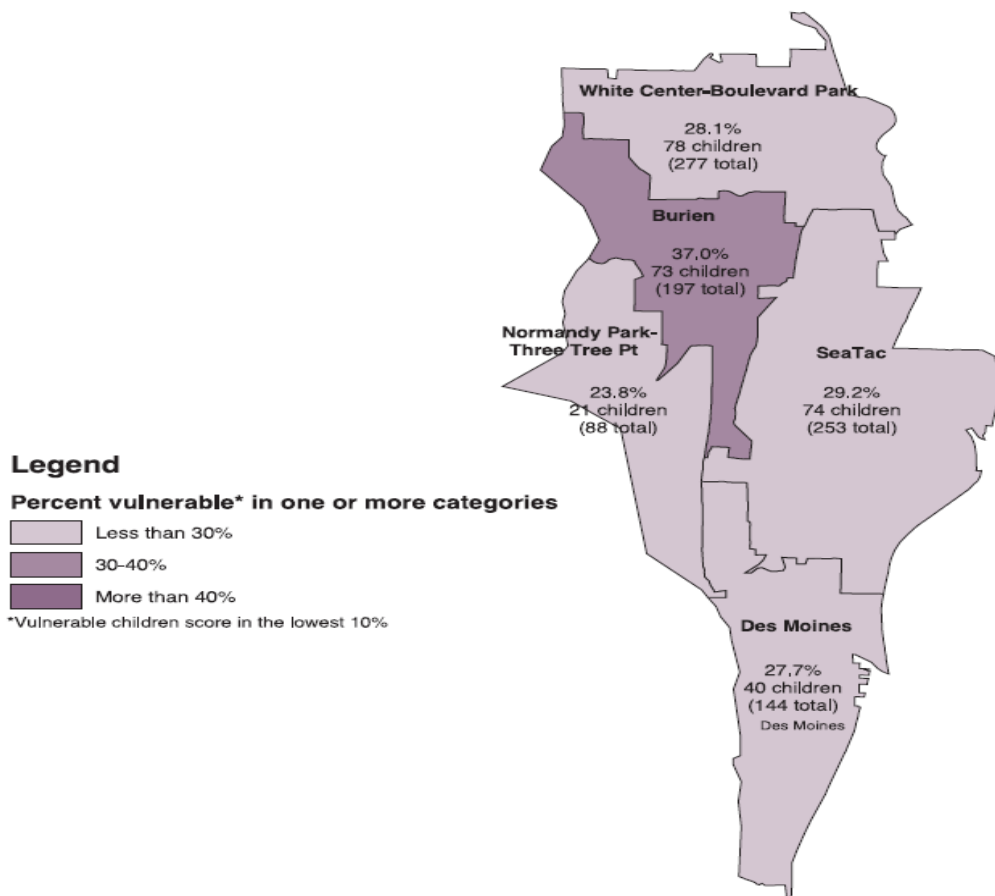
3.5 - Data helps to determine location of new schools (Baltimore)

New charter schools in Baltimore relied heavily on data provided by BNIA to develop their school proposals. A group in the Patterson Park neighborhood asked BNIA in 2003 for help assembling demographic data about the neighborhoods surrounding the park. BNIA provided them with information about the age of children in the neighborhood that was used to estimate the number of children from the neighborhood that would be likely to access a new school. The analysis included data on test scores and enrollment in nearby schools. This was used to estimate the number of children that would potentially switch from existing schools to a new charter school. The number of children in grades 1 through 5 with low test scores were considered likely to switch. These data supported the case that there would be enough children using the school to justify opening it, which ultimately helped the group win approval from the Baltimore school system for their proposal. The Patterson Park group also used BNIA data in a proposal that won them state planning funds. In September 2005, the

Patterson Park Public Charter School opened its doors to more than 300 elementary-age students.

In northeast Baltimore, organizers of the City Neighbors Charter School also relied on BNIA data about their neighborhood to win approval for a proposal to establish a new school. City Neighbors Charter School opened its doors in September 2005, with an enrollment of 120 students. Of those students, 45 percent had previously attended private schools or had been home-schooled. "We used the BNIA data to really get a handle on what we had in our neighborhood," says Bernadette Naquin, director of accountability for City Neighbors Charter School in northeast Baltimore. "We needed good data and BNIA could supply it."

3.6 - Data on literacy rates and frequency of parents reading to kids motivates launch of program to get more books to families (Seattle)

In the *2000 Communities Count Report,* South King County residents were found to have read to their children less than residents in other parts of King County. In South King County 58 percent of Communities Count survey respondents with children age 2-5 read or told stories to them every day (or had a family member do so). This compared with a King County average of 70 percent. The South King County Raising Readers program was developed in 2000 in response to this finding. The program was initiated by Public Health Seattle-King County in collaboration with King County Library, King County Children and Family Commission and the Highline School District to provide early literacy resources and children's books to families served in Public Health clinics, libraries and schools. The goal of the program is to increase the frequency of parents reading to their young children, which has been shown to support brain development and school readiness.

The South King County Raising Readers Program consists of three types of activities:

- Providing guidance to families about the importance of reading and telling stories to young children to support brain development to families enrolled in Public Health programs (Women, Infants, and Children (WIC) program and Maternity Support Services), and providing them with children's books.

- Building and maintaining strong linkages between literacy efforts of civic groups, community service providers, school districts, libraries, and Reach Out and Read sites throughout South King County, in order to share best practices and maximize resources available to the communities served.

- Developing and expanding current early literacy efforts to reach a larger segment of the target population, notably low-income, non-English speaking families.

The program has received donations of over 14,000 books with the potential to reach over 4,000 children in South King County. Through the program's collaboration with King County Library System, families gained access to information in multiple languages about their local libraries, and had the opportunity meet children's librarians during a story time or special literacy event held at the Public Health clinic. The ongoing early literacy efforts of multiple agencies throughout South King County have become more unified which resulted in better utilization of available resources and increased opportunities to share best practices. Partnerships have developed to better serve specific community needs, including non-English speaking families. This program has been successful in raising funds to continue these efforts.

Section 4
CRIME AND PRISONER REENTRY

4.1 - Reports on formerly incarcerated individuals changes the debate (Oakland)

In February 2005, the Urban Strategies Council released a report entitled "Homicides in Oakland, 2002-2004," that presented data from the Oakland Police Department on the common characteristics of homicide victims, suspects and the time and location of the homicide. The report also included a section about the parole and probation status of the victims and suspects of homicides. The key findings from this section included that in 2004, approximately 64% of homicide victims were neither on parole nor probation, and 73% of homicide suspects were neither on parole nor probation (see Exhibit 2). This differed from a figure cited by Mayor Jerry Brown in a campaign to implement a curfew for probationers in Oakland. Although a curfew was implemented in spite of the Council's efforts, top officials at regional parole and probation offices circulated the report to their officers, and the Governor's office requested an extension of the analysis to earlier years.

Exhibit 2: Chart from the Urban Strategies Council Report "Homicides in Oakland, 2002-2004".

Figure 5b. Oakland Homicides by Parole/Probation Status of Suspect, 2004
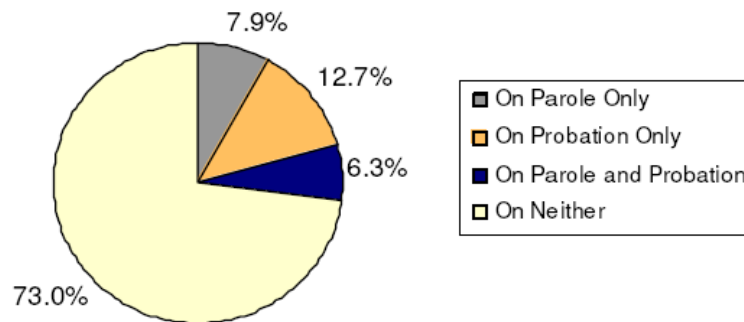
In April 2005, the Urban Strategies Council (USC) released a supplemental report extending the analysis to earlier years. This supplemental report, "Probationer and Parolee Involvement in Oakland Homicides," focused on the involvement of parolees and probationers as suspects and victims in homicides from 2002 to 2004. Key findings from this report included that the percentage of homicide victims on probation of parole declined each year from 2002 through 2004.

Following these reports, the Urban Strategies Council obtained access to data from the California Department of Corrections and Rehabilitation about people from Alameda County on parole or probation supervision. These data were used in two reports, including the "Community Report on Parole and Probation in Alameda County." One of the purposes of the report is to promote better planning for the population returning from incarceration. This is done by presenting, by neighborhood, estimates of the size of the returning population, estimates of the services they would need to access and estimates of the availability of services. The report also presents an estimated cost associated with closing the gap between the availability of services and the excess demand for the services. This approach of quantifying the service availability and gaps is being improved as better data becomes available to strengthen the estimates made in the report. In response to the first release of the report in December 2005, the Probation Chief agreed to release data to the Urban Strategies Council that had previously been held back.

4.2 - Education on impacts of incarceration and reentry influences legislators (Providence)

In Providence, a partnership between The Providence Plan and the Rhode Island Family Life Center formed around a common interest in using corrections data to gain a better understanding of issues pertaining to the reentry of formerly incarcerated people into Providence neighborhoods, and to use the findings from the data analysis to contribute to local reentry-related initiatives.

The challenges of returning to the community from incarceration include legal barriers that can only be addressed through changes in the law. In Rhode Island, these challenges included that people who had been convicted of felony drug distribution were not eligible to receive Family Independence Program[5] funds or Food Stamps. In addition, Rhode Island law barred anyone with a felony conviction from voting until their entire sentence was complete, including probation and parole.

With data and analytic support from the Providence Plan, The Rhode Island Family Life Center published a policy brief on the impact of this ban of Family Independence Program and Food Stamp benefits for every Rhode Islander convicted of a felony for drug distribution. Analysis of characteristics of the sentenced population was used to strengthen the points made within the brief. Key points included that the denial of Family Independence Program benefits and Food Stamps represented a decrease in income for the entire family, not only a formerly incarcerated parent. Using data on the number of kids of sentenced individuals, they were able to estimate the number of children that would benefit from a reinstatement of these benefits for formerly incarcerated people, and the associated cost to the state. The brief was used to inform state lawmakers of the effects of the ban. The brief was instrumental in convincing the legislature to repeal the ban. The ban was repealed in 2004.

In 2004, The Rhode Island Family Life Center, again with support from The Providence Plan, published an additional policy brief on the affects of felon voter disenfranchisement on Rhode Island communities. Local leaders and advocates worked with the Rhode Island General Assembly to have a measure placed on the ballot amending the state constitution to allow people with felony convictions to vote once they are released from prison. Voters in Rhode

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[5] The Family Independence Program is a cash assistance program that uses federal Temporary Assistance for Needy Families (TANF) funds.

Island approved the ballot measure in 2006. Due to the success of this effort, an estimated 15,000 Rhode Islanders gained the right to vote.

In addition to these efforts, the Providence Plan worked with local community organizers to help facilitate neighborhood meetings about the challenges associated with formerly incarcerated people returning to the community. The campaign incorporated key maps and findings from an analysis of corrections data into a presentation that served as an informational tool to help start conversations about reentry. Data about the number, race and gender of people returning from incarceration were presented. In addition, maps were presented summarizing the amount of money spent on incarcerating people in different neighborhoods. These costs were much higher than alternative sentencing and alternative corrections programs advocated for by members of the community. In 2004, 435 individuals attended 20 of these information-sharing events.

4.3 – Linking police reports to community data system assists programs to reduce crime (Memphis)

The Memphis Police Department is working with the Center for Community Criminology and Research (C3R) at the University of Memphis on reducing crime through mapping, statistical analysis, and problem oriented policing. The project is called Operation "Blue CRUSH" (Crime Reduction Using Statistical History). Through the project, C3R provides the Police Department with ongoing spatial and statistical analysis for problem-oriented policing. Traditional policing emphasizes response time to calls for service, incident reporting, and following leads. Problem-oriented policing uses statistical data and qualitative intelligence to target chronic perpetrators, designated "hotspots," and priority issues such as a spate of robberies targeting Hispanics or the ongoing disruption of neighborhood-based drug markets.

C3R downloads police incident reports on a daily basis into the Crime Research Information System Program (CRISP). This program is powered by the Shared Urban Data System (SUDS), a university-based platform that enables information exchange and access among designated users and the public.

Using the CRISP program's information on crime incident details, C3R staff were able to determine that a large number of Hispanic victims of crimes were being targeted at day-laborer sites in the afternoon and evening hours, at a time when they were more likely to have cash on-hand. Some victims were targeted at the day-labor site, but following potential victims home typically resulted in multiple-victim robberies of everyone living in the household. Incident report addresses and day labor sites were mapped in relation to one

another to pinpoint specific locations where undercover and patrol resources should be deployed for maximum effect. As a result, arrests increased in targeted hotspots and Hispanic victimization rates were reduced by over 50 percent during 2006.

After other pilot projects demonstrated similar impressive results, Blue CRUSH went city-wide in September of 2006. As in many other cities with populations between 500,000 and 1,000,000, crime in Memphis had been increasing dramatically compared to 2005. For the last three months of 2006 with Blue CRUSH fully deployed city-wide (proactive resources deployed in highly specified places, at highly specified times, and/or with highly specified people) violent and property crimes were reduced by 20 percent compared to the first nine months. In contrast, in the unincorporated but adjacent urban neighborhoods in Shelby County where the Blue CRUSH strategy was not applied, crime continues to increase in 2007 compared to 2006 and 2005.

The Center for Community Building and Neighborhood Action at the University of Memphis is also a partner in this project. CBANA's research on housing foreclosure and problem properties links with community development corporations and neighborhood associations, where residents help package information and establish priorities for special law enforcement efforts.

4.4 - Research on formerly incarcerated people spurs action to improve reentry outcomes (Des Moines)

Two major reports from the Child and Family Policy Center (CFPC) in Des Moines have helped to describe the challenges of prisoner reentry in Des Moines, and prompt action to address those challenges. The reports, *Corrections and Making Connections: The Impact of Incarceration on Neighborhoods* and *Justice System Involvement of Young Men in Polk County: Implications for Family Strengthening* relied on data provided by the State Department of Corrections and the Polk County Jail.

The CFPC found that nearly 30 percent of all young men in high poverty neighborhoods are involved in the criminal justice system, compared with less than nine percent of young men on average in the rest of the city. However, while the CFPC's analysis shows that more than one third of black men are involved in the criminal justice system, the neighborhood in which they reside does not seem to affect their involvement. Although there is a high share of returned prisoners in central Des Moines' neighborhoods, the CFPC's analysis showed that the problem of a high share of black men being involved with the criminal justice system is shared throughout Polk County. The CFPC's analysis also showed that in Des Moines' inner-

city neighborhoods, a high proportion of the working age population was formerly incarcerated or on probation or parole, and a significant portion of the child population had a formerly incarcerated parent.

Through its ongoing partnership with the federal Going Home Steering Committee, the CFPC has taken the lead on using their analysis to influence public policies that serve as barriers to returning prisoners. The CFPC is working with the Directors Council (a consortium of agencies working in the west Des Moines neighborhood and Enterprise Community) to coordinate the development of a cross-agency working group to examine policy barriers. Another outcome of this process is the drafting of legislation on responses to parole revocations and drivers license suspensions that is expected to be introduced in the Iowa State House.

To address workforce related reentry challenges, the CFPC convened a meeting on workforce development strategies that included the Central Iowa Employment Training Center and the Director's Council, along with the deputy director of the State Workforce Investment Act, the United Way Human Services Planning Alliance, Des Moines Community College, and several other neighborhood-based organizations. The group is currently working together to develop a workforce development proposal to address the challenges inner city residents, especially released prisoners, face securing and maintaining employment.

4.5 - Local analysis demystifies national crime data report (Camden)

In November 2005, for the second consecutive year, Camden, NJ was named the Most Dangerous City in the United States by the Morgan-Quitno Press. These national rankings were based on 2004 Uniform Crime Rate (UCR) data. CAMConnect conducted their own analysis of the 2004 UCR data so that they could anticipate the Morgan-Quitno Press rankings, and provide a response that would lessen the negative impact of the national ranking. This national ranking brings negative press to cities ranked among the most dangerous, potentially impacting their local economies through loss of business investment and tourism.

CAMConnect included their response in a handout with more detail about Morgan-Quitno's methodology. The handout showed Camden's crime rates, adjusted for population, for each of the six categories of crime used by Morgan-Quitno to calculate their rankings. A graph from the handout based on data from the Camden County Prosecutor showed a decrease in

crime for 2005 (see Exhibit 3). With this decrease, Camden was ranked the 5th Most Dangerous City when the next rankings were released in October 2006.

CAMConnect published the 2005 analysis in a commentary piece in the *Philadelphia Inquirer* and posted it on their website, where it remains a top search result for queries related to the most dangerous city rankings. CAMConnect's analysis was used by local business and nonprofit leaders to better understand the reasons Camden moved atop the rankings, and show that in spite of the ranking there was hope for improvement looking forward.

Exhibit 3: CAMConnect Chart showing a decrease in crime for 2005.

Number of Crimes Reported to Camden Police
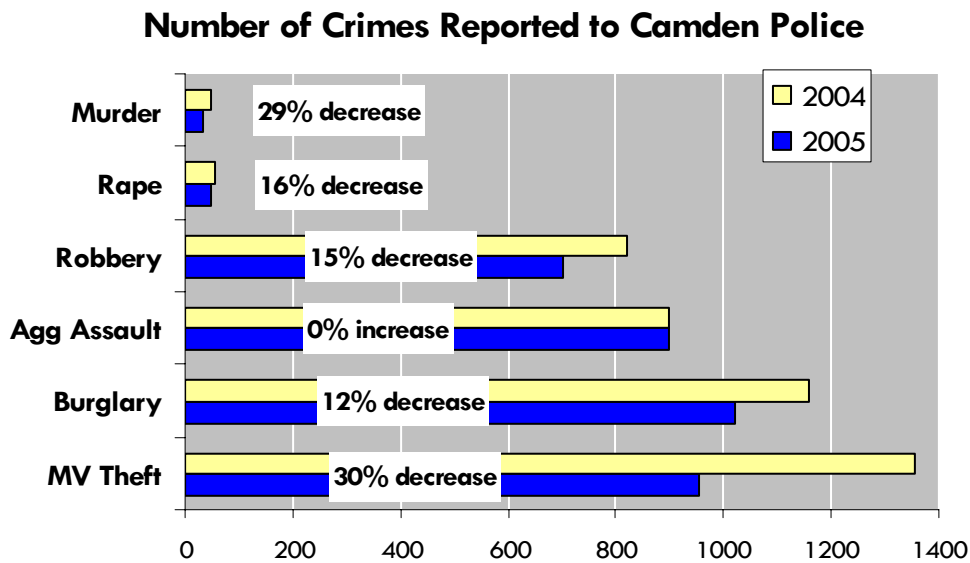
4.6 - Analysis of crime patterns, and police strategy in response, helps convince vendor to open relocate business (Providence)

In Fall 2003, a developer working in Providence's Olneyville neighborhood was looking for tenants for a renovated property known as the Old Mill Building. The building has many urban amenities, but is also located in a transitional neighborhood. A software vendor was considering relocating to Providence to occupy the Old Mill Building.

Through the developer, the software company asked specifically about crime over the last year on the blocks surrounding the Old Mill Building. The Providence Plan has an ongoing data sharing agreement with the Police Department to provide data, on a weekly basis, about

crime in Providence neighborhoods. The Police Department uses these data to help plan their shifts each week. Using these data, the Providence Plan was easily able to respond to the developer's request. They developed a presentation with data on types of crime and time of day of incidents on the blocks surrounding the Old Mill Building. The crimes in the request area were predominantly non-violent (e.g. solicitation, breaking and entering). Notably, though, there had been a police officer killed not too far from the Old Mill Building in the preceding year.

The Providence Plan shared this data summary with the Chief of Police who personally took it to the developer and got involved with recruiting the software vendor. This was a high profile recruitment for Providence, with the vendor having 400 employees. The Chief gave assurances to the software vendor that they were addressing crime issues in the neighborhood with a community-policing program in Olneyville and a substation located in the neighborhood, and were prepared to respond to any problems. The developer took the information to the software vendor, who ultimately decided to relocate the business to Providence and occupy the Old Mill Building. The vendor was impressed by the speed of the response and quality of the data, as well as the prompt response of the Police Department.

Section 5
HEALTH

5.1 - Reports highlighting health disparities capture attention of policy-makers (Seattle)

Based on data in the *Health of King County 2006* and *Communities Count 2005* reports from the County public health department (Public Health Seattle-King County - PHSKC), knowledge and interest in health disparities increased among local policymakers. Out of concern for the persistence and size of disparities described in these reports, the King County Board of Health requested that PHSKC report back on evidence-based interventions that address health disparities. A committee of community-based organizations, public clinics, policymakers and PHSKC staff will make recommendations informed by a literature review focusing on diabetes, asthma and obesity. There is a clear expectation that the report back will receive attention and potential funding and prioritization by policymakers and county elected officials and decision-makers.

Both *Communities Count 2005* and *Health of King County 2006* also highlighted social and health challenges in South King County, including hunger, lack of affordable housing, discrimination, safety and crime, domestic violence, infant mortality and adolescent births, lower life expectancy, chronic disease and mental health. The South County Human Service Forum, which was organized to support the effective delivery of human services in this area, cited the evidence from these reports in its promotion of the Earned Income Tax Credit, a plan to end homelessness, early childhood interventions, a school-based domestic violence curriculum and physical activity (e.g., assembling an inventory and creating maps of trails, paths and walking areas).

The Health of King County 2006, the health department's web-based omnibus report on the health status of King County residents, was released in January 2006. A range of health indicators—including social determinants of health, behavioral risks, access to care and diseases—are described by age, gender, race/ethnicity, socioeconomic status, time trend and place of residence.

Disparities in the indicators, neighborhood analyses and maps were major foci. For instance, a summary table of current data, trends and disparities[6] showed large disparities by race, poverty level and/or Health Planning Area (small areas developed for looking at neighborhoods and suburban cities) for adolescent births, diabetes mortality, HIV/AIDS, homicide, drug-induced deaths, coverage by health insurance and other diseases and risk factors. Links to King County Core Indicators for Public Health, a systematic, web-based inventory of population-based health data and Health Planning Area-level maps sent readers to the King County GIS virtual map counter, where they could view maps showing neighborhood-level data for health outcomes (see Exhibit 4).

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[6] Available at http://www.metrokc.gov/health/hokc/summary-table.pdf.

Exhibit 4: Childhood asthma hospitalization map, showing higher rates in central/southeast Seattle and South King County.
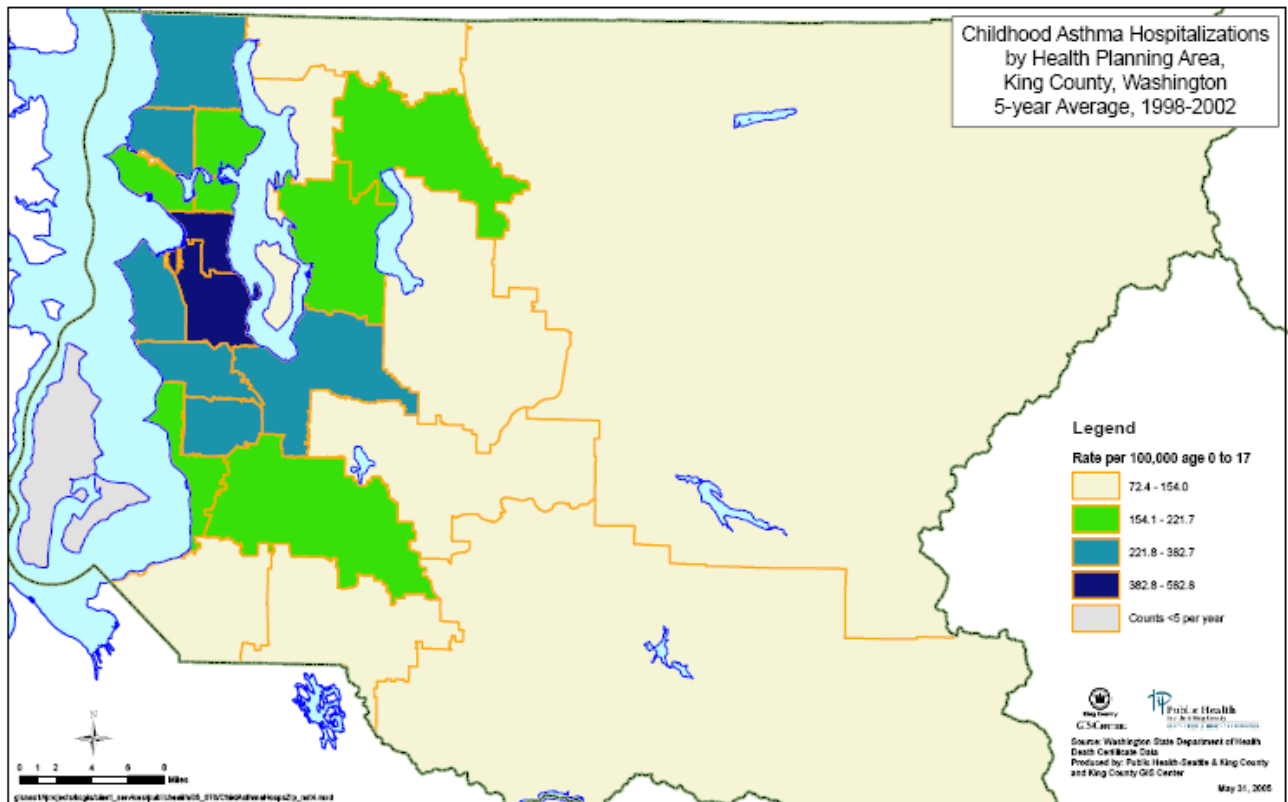
Communities Count is a collaborative initiative that has developed social and health indicators for King County through a broad and deep community process. The mission of this initiative is to improve community conditions through information advocacy -- providing accurate and timely reports on the conditions that matter to King County families and communities in order to stimulate action. *Communities Count: Social and Health Indicators Across King County* is a report that is released every two to three years to track progress over time for the four regions and King County as a whole. The report presents indicator data at the neighborhood level areas when available and includes differences by income, education level and race/ethnicity. Over 60,000 households in King County received the summary reports and 5,000 copies of each full report are disseminated.

5.2 - Maps of changes in patterns of high-lead tests shows neighborhood group where to focus house-to-house investigations (Milwaukee)
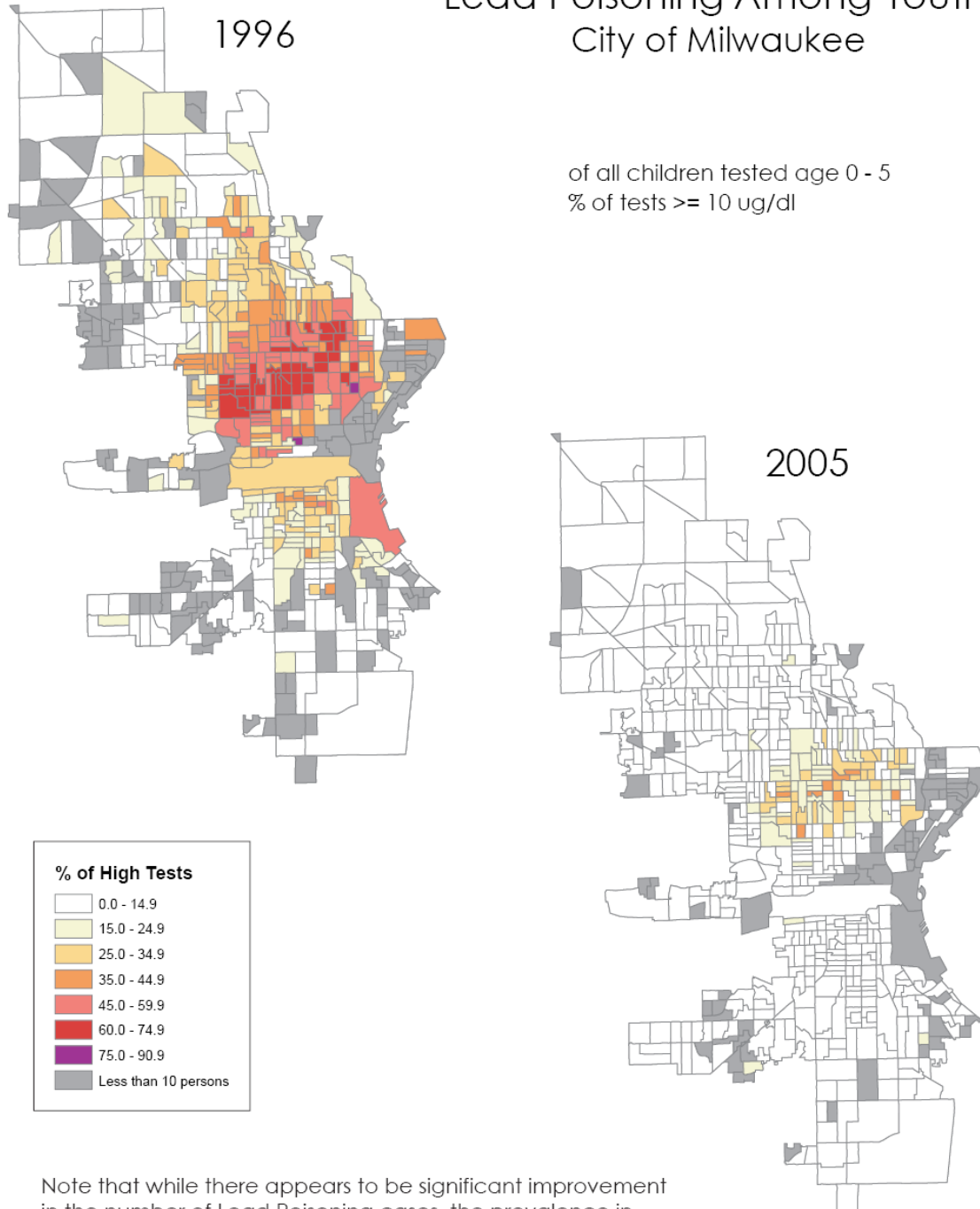
Since 1998, the Nonprofit Center of Milwaukee (NPCM) has been tracking the progress of lead abatement programs by analyzing lead testing results for Milwaukee neighborhoods. They receive record level data on all tests conducted (approximately 12,000 tests per year). They geocode, analyze, and map the test results (see Exhibit 6). These maps and analyses have continued to demonstrate the success of City's lead abatement and lead testing program. They have helped to justify the continuation of funding and support for the lead testing program. The maps are provided to aldermen and community organizations by the health department.

Two neighborhood associations also use these data, and additional products from the NPCM in their organizing and outreach work. The Lisbon Avenue Neighborhood Development Association (LAND) and the Dominican Center receive 'walk lists' from the NPCM. LAND is a housing and community development organization. The Dominican Center is a Catholic Charity with a mission to improve the lives of young women, including providing them with safe and healthy neighborhoods in which to live.

The walk lists notify community organizers which homes have completed the abatement process in their neighborhoods. Data elements include: when the house was built, number of rooms in the house, and if the house has been declared officially abated by the health inspectors. LAND and Dominican Center staffs use these lists and maps to walk the blocks and identify which houses and other buildings may be at risk so that they can try to solve the problem directly; for example, by enrolling them in a city program to fund the replacement of their windows. In addition, through personal contact with persons residing in the structure, they have identified houses and other buildings that have refused health inspectors who try to conduct testing. In these cases, staff have often been able to help the residents overcome cultural barriers or other concerns behind their reasons for refusing the inspectors.

Exhibit 5: Sample Lead Poisoning Map

Lead Poisoning Among Youth
City of Milwaukee

1996

of all children tested age 0 - 5
% of tests >= 10 ug/dl

2005

% of High Tests

	0.0 - 14.9
	15.0 - 24.9
	25.0 - 34.9
	35.0 - 44.9
	45.0 - 59.9
	60.0 - 74.9
	75.0 - 90.9
	Less than 10 persons

Note that while there appears to be significant improvement
in the number of Lead Poisoning cases, the prevalence in
many areas of the city exceeds 25%.

Source: City of Milwaukee Health Department - 2005   Nonprofit Center of Milwaukee - 2006

5.3 - Analysis of incidence of childhood obesity by neighborhood provides base for local policies (Indianapolis)

In 2002, the Polis Center at Indiana-Purdue University, in conjunction with the Children's Health Services Research Program in the Department of Pediatrics at Indiana University, began a study of relationship between neighborhood conditions and risk of childhood obesity. In the past two decades, the prevalence of obesity has risen dramatically. Concern about this rise centers on the link between obesity and increased health risks that translate into substantially increased medical care and disability costs.

The Polis Center had access to a database for this work that is nationally known for its comprehensiveness: the Regenstrief Medical Records System (RMRS) which contains data on patient circumstances and care reported by a large number of care providers and other health entities in Indiana (with data on 1.5 million patients since 1974). From this source, the researchers obtained data on a random sample of children, ages 14-18, that had been seen by primary care clinics in the Indiana University Medical Group in Marion Count from 1996 through 2000 and for whom simultaneous height and weight measurements were available. They classified all children in the database according to body mass index (BMI) categories.

Data were analyzed at the block-group level. Block group characteristics included income and other socioeconomic variables from the 2000 census and information on physical activity opportunities (e.g., YMCAs, parks, after-school physical education programs) and crime rates from the neighborhood data system maintained by the Polis Center.

Their multivariate analysis confirmed that children living in neighborhoods of lower socioeconomic status (as measured by income and educational attainment) are more likely to be obese. Children from areas with very low median income were 1.55 times more likely to be obese than those from higher income areas. Polis also prepared neighborhood maps, later widely publicized, that showed the incidence of obesity explicitly.

This research served as a primary input for a local collaborative focusing on obesity organized by the Alliance for Health Promotion and involving representatives from the Mayor's office, the United Way, health organizations, neighborhood organizations, educators, fitness and nutrition experts, members of the media, and local foundations. These groups used the information mainly in raising awareness of the issue locally, and particularly of its spatial dimension.

Section 6
SERVICE DELIVERY

6.1 - Congregations use data to target services (Indianapolis)

When the Second Presbyterian Church in Indianapolis began a strategic planning process in 2005, the task force soon raised questions regarding service opportunities in the larger Indianapolis community. Consultants to the planning process suggested using Social Assets and Vulnerabilities Indicators (SAVI) as a way to discover some answers.

One of the first steps they took was to learn where congregation members lived by using the data upload function of SAVI to plot addresses. This revealed that congregation members lived throughout the Indianapolis region, with the highest concentrations across northern Marion County and southern Hamilton County. The congregation's community, as measured by its members' residences, was metropolitan in its reach. Comparison with earlier membership maps confirmed that the church's historical growth patterns had not changed significantly since the previous planning period. When the membership distribution was downloaded into standard GIS software for further analysis, new patterns emerged as population clusters appeared, providing opportunities for the congregation to consider programs at locations other than the church building. SAVI was helpful by identifying what types of human service and educational programs were present in areas where members lived, thus helping the task force avoid duplicate programming.

The task force also was interested in problems within the neighborhood that immediately surrounded the church. Members valued these mission opportunities and had long seen this type of service as a hallmark of the church. SAVI was helpful here as well. Using the system's rich information, SAVI provided a portrait of the immediate neighborhood that

allowed the task force to consider ways it could use congregational resources to address human needs.

Second Presbyterian is only one of a number of local congregations using SAVI in its planning and outreach activities. Eastern Star Church, the city's largest congregation, has used SAVI for several years to identify areas of need that the church could serve. "SAVI has been very helpful to us in grant applications," notes Kelley Gulley, special projects administrator for Eastern Star. SAVI data also has allowed staff to educate the congregation and Board of Directors about the types of juvenile services the church could provide and why. St. Mark's United Methodist Church in Carmel also used SAVI to locate its members residences and then combined this information with other data provided by the Indianapolis Center for Congregations as it developed a strategic plan in 2004.

6.2 - Community data system plays key role in planning recovery from hurricane Katrina (New Orleans)

In post-Katrina New Orleans, the Greater New Orleans Community Data Center (GNOCDC) has been a central resource of data and information about New Orleans' 73 neighborhoods and the 10 surrounding parishes. During, and immediately after the August 2005 storm, the staff at GNOCDC posted information to their web site about resources available to evacuees and their families. They also provided maps and data to assist in understanding the impact of the storm, from demographic characteristics of each neighborhood, to elevation maps of the city (see Exhibit 1). In addition, their "Ask Allison" web-based technical assistance request service exploded with hundreds of requests for information, which staff responded to from remote locations. Fortunately for GNOCDC, their web site was hosted out-of-state, and their hosting service agreed to donate additional bandwidth to manage to increase in traffic to their web site.

New data and maps provided by the GNOCDC provide additional context for the recovery effort, including a national map of where evacuees relocated, post-Katrina population estimates for New Orleans neighborhoods and housing damage estimates in Louisiana parishes and New Orleans districts. Some of the uses of GNOCDC information include showing where childcare programs in New Orleans are open relative to the location of the population. This information is being used to demonstrate to funders that there is more demand for childcare services than existing supply, and to prioritize where services should be established/re-opened.

Immediately after Katrina, the Louisiana Public Health Institute created a plan for where to set up clinics for basic health services and things like tetanus shots. In deciding where to place these clinics, they used elevation data combined with census data to place these first clinics on high ground in areas with the greatest poverty (where folks would likely be uninsured) and lack of access to vehicles (that would have allowed them to evacuate). The National Park Service's Center for Preservation used GNOCDC data to identify where there is historic housing stock in New Orleans that is outside the protections of an officially designated historic neighborhood. This allowed groups concerned about historic preservation during the rebuild to focus their efforts on the high-risk areas.

Exhibit 6: Map Posted to the Greater New Orleans Community Data Center web site shortly after Hurricane Katrina made landfall.
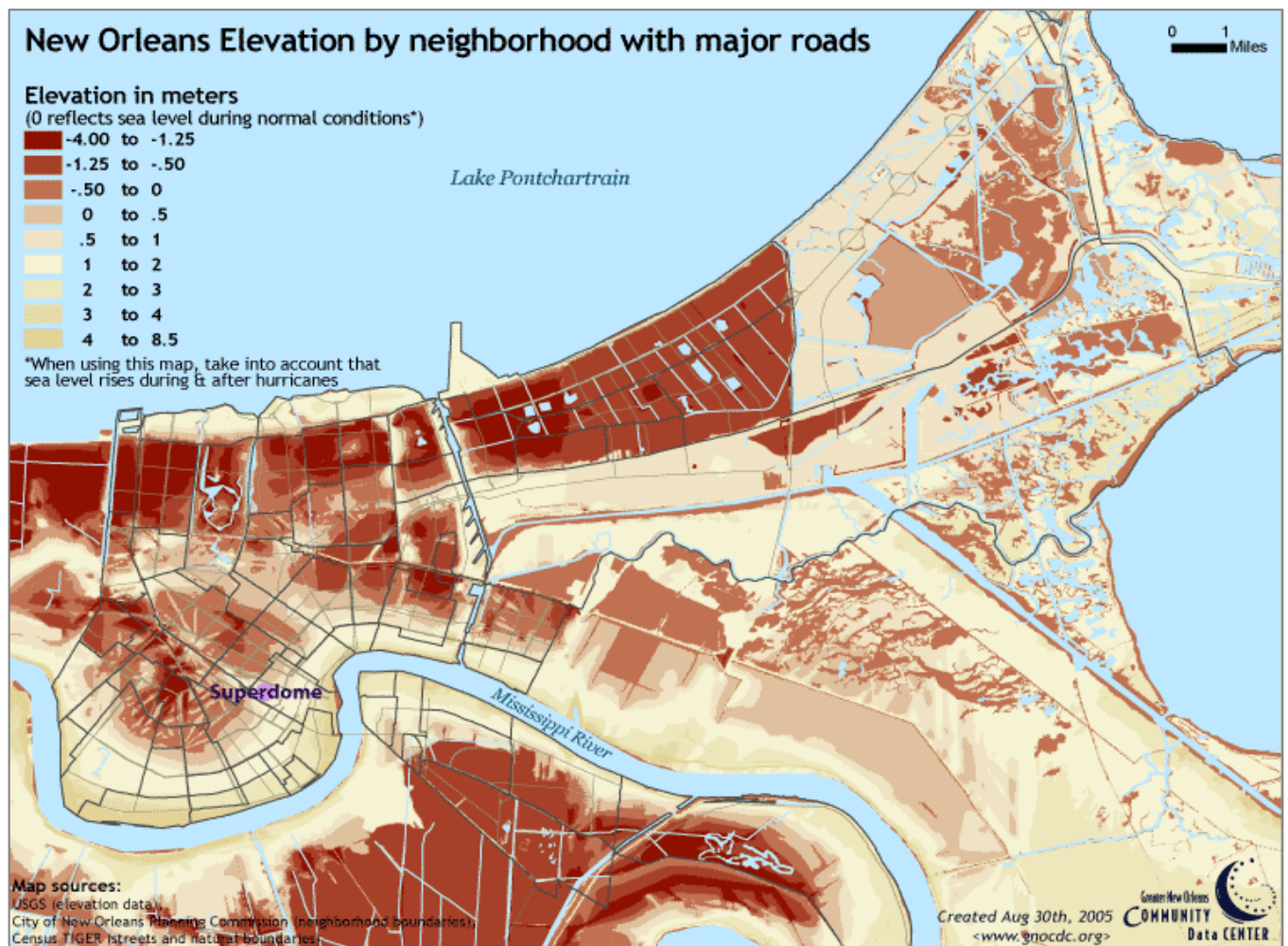
6.3 – Data used to streamline recreation services (Milwaukee)

Milwaukee Public Schools (MPS) used data and maps provided by the Nonprofit Center of Milwaukee (NPCM) to redistrict their recreation programming and save money on administrative costs associated with administering multiple districts. As a result of two successive years of budget cuts, MPS Recreation had to reduce the number of Recreation Districts, and therefore District Supervisors/Administrators from 11 to 7, in the summer of 2004, and from 7 to 6 in the summer of 2005.

School officials looked at data on the location of children, the age distribution of children in neighborhoods and other factors relevant to targeting their programs to children in need (such as socio-demographic and crime data) to determine where their recreation programs were most needed. They used this data in conjunction with their records about facilities' capacities to determine where programs should be located. Specifically, they examined where children who most needed access to these programs were living relative to facility locations. Finally, transportation and other physical barriers such as rivers, rail lines and freeways were taken into account in determining the shapes of the final districts. In using this data-driven approach, the schools system was able to reduce the total number of recreation districts in the program, and save funds spent administering multiple districts. This process involved MPS Recreation directly in a GIS redistricting process, using their personal experience in addition to the numbers in interactively testing a variety of possible district boundaries.

6.4 - User-centered approach to mapping technology enable local alliances to better plan services (New Orleans)

The Greater New Orleans Data Center worked to increase the effective use of data in decisionmaking among member agencies of the Literacy Alliance of Greater New Orleans and the Greater New Orleans After-School Partnership. They did this in partnership with these two large collaboratives by conducting customized trainings, providing technical assistance, and creating web-based information.

The Greater New Orleans Data Center partnered with the local Literacy Alliance to create a system for literacy providers with information on who else is offering adult literacy services, what types of programs they have, and where they are located within Orleans Parish. The web site mapped the location of adult literacy providers who registered their information with the Literacy Alliance. The web site was launched in April 2005 with information about 36

literacy programs in the Orleans Parish of New Orleans. The site was also used to help define the scope of need for literacy programming. With an estimated 150,000 adults in Orleans Parish functioning at the lowest literacy level, each program would have to serve over 4,000 people (many times more than they served at the time) to help all potential learners.

Although built for a very specific audience, GNOCDC created the technology to be easily adaptable for other audiences. In a short amount of time they created a system for mapping after-school and summer programs for the local After-School Partnership to support their planning.

These mapping systems aided the collaboratives in providing information to the public and referring clients to their services. The After-School partnership used the web site in their planning process to identify schools that did not have a program within half a mile. The City of New Orleans also consulted the site in distributing Community Development Block Grants.

Post-Katrina, very few programs listed on the mapping web site were open (only 4 of 37 literacy programs were open after the storm). Nonetheless, the lessons learned in creating these web sites will help in the design of new information and referral systems for New Orleans.

6.5 - Service utilization and population data used to geographically target services (Miami)

The Children's Trust of Miami-Dade County funds out-of-school time programs to reduce the number of children spending their out-of-school hours unsupervised and unchallenged. In 2005, the Trust began using service location, utilization and population data in determining where to locate these out-of-school programs in the region.
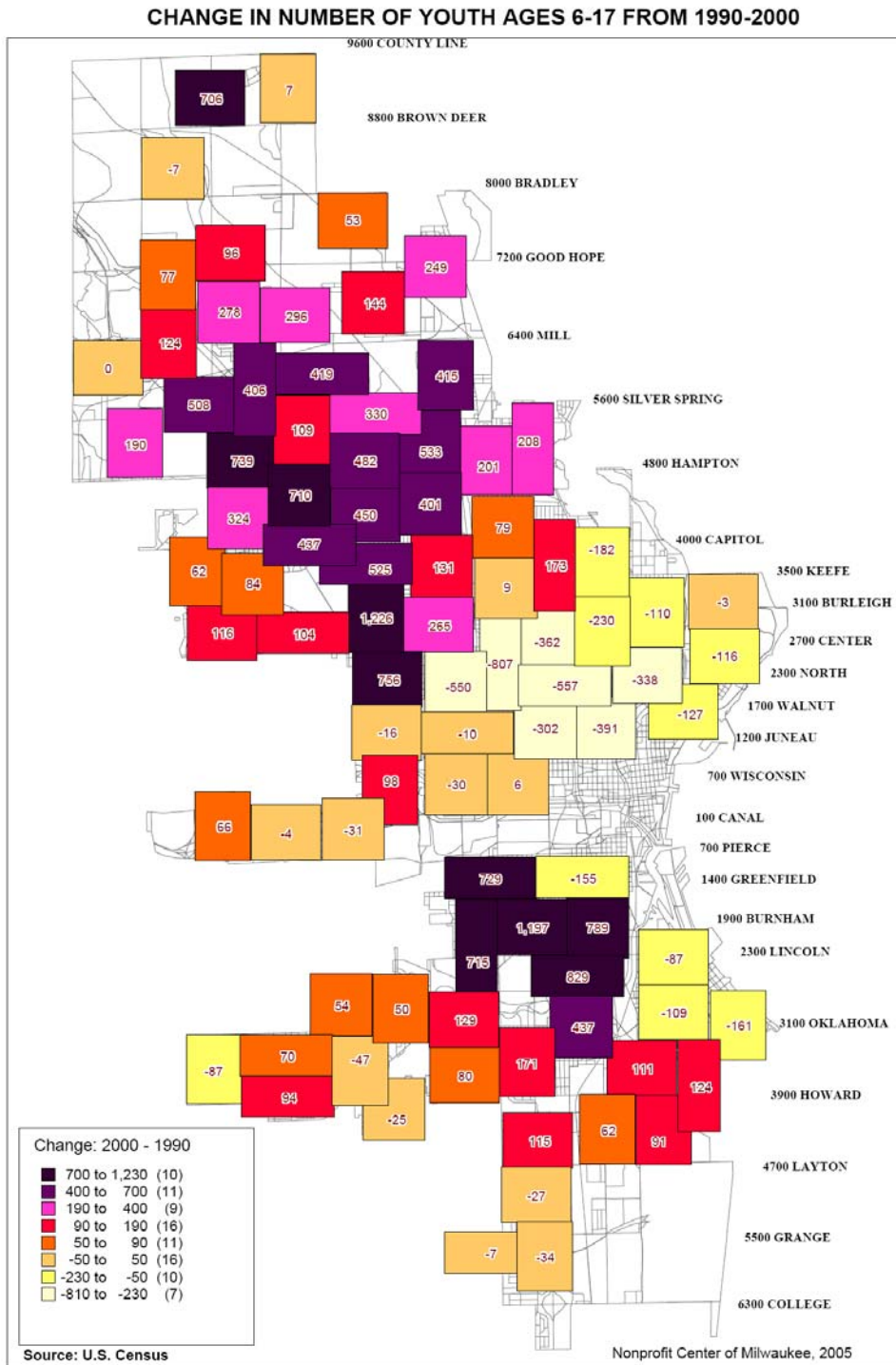
The Trust produced a map of all programs in the region, including their funded service providers as well as 21st Century Learning Centers and all schools from the school system. Child population density was layered onto this map, which revealed that areas to the west were growing where little to no capacity existed. Based on this analysis, they issued RFPs to provide programs in those underserved neighborhoods. In addition, the Children's Trust began tracking utilization rates for all of their grantees to better understand where children are being served. This will supplement child population density data by showing where children are accessing programs, and will be used in evaluating future proposals.

6.6 - Boys and Girls Club use data to determine whether to expand services (Milwaukee)

The Boys and Girls Clubs of Greater Milwaukee are in the process of re-assessing their current Club locations, as well as programs offered within Milwaukee Public School facilities as Community Learning Center (CLC) programs. Their Board of Directors is conducting a long term planning exercise to determine the need to potentially expand services at current branches, move some programs to new locations, expand the number of CLCs, or decide whether a new "Traditional Club" location may be needed.

In the spring of 2006, the Nonprofit Center of Milwaukee analyzed the Boys and Girls Club client service patterns, and determined penetration rates in various market areas. Several potential participation models were also developed, accounting for children already served and the pattern of children identified by the census, to find under served areas. The models assumed conservative participation rates in order to predict how many children might be available to attend a new location. The models were then used to help determine the potential for further expansion throughout the city.

Exhibit 7: This map shows absolute change in number of youth aged 6 to 17 from 1990 to 2000 within areas of the same size (approx 1.8 sq mi) which represent a typical "market area" for a traditional Boys and Girls Club.

CHANGE IN NUMBER OF YOUTH AGES 6-17 FROM 1990-2000

Change: 2000 - 1990

- 700 to 1,230 (10)
- 400 to 700 (11)
- 190 to 400 (9)
- 90 to 190 (16)
- 50 to 90 (11)
- -50 to 50 (16)
- -230 to -50 (10)
- -810 to -230 (7)

Source: U.S. Census

Nonprofit Center of Milwaukee, 2005

ANNEX A: CONTRIBUTORS AND SOURCES

Several of these cases appear in publications of The Urban Institute's Reentry Mapping Network project. The most recent of these is "Mapping Prisoner Reentry: An Action Research Guidebook. *Second Edition*" (The Urban Institute, November 2006). Nancy La Vigne is the Principal Investigator of the Reentry Mapping Network.
http://www.reentrymapping.org

Baltimore, MD (Stories #1.2, 1.5, 3.5)
Peter Armstrong of the Baltimore Neighborhood Indicators Alliance (BNIA), Jacob France Center, University of Baltimore, provided information for these cases. Carol Eshelman, Executive Director of the Brooklyn and Curtis Bay Coalition also provided information for story.
http://www.bnia.org

Camden, NJ (Story #4.5)
Derek Ziegler, Executive Director of CAMConnect provided the information for this story.
http://www.camconnect.org

Chattanooga, TN (Story #3.3)
David Eichenthal, President and Chief Executive Officer of The Ochs Center for Metropolitan Studies was the source for this story.
http://www.ochscenter.org

Chicago, IL (Story #1.3)
The information for this case was provided by Garth Taylor, President of the Metro Chicago Information Center (MCIC). The report, "Chain Reaction: Income, Race, and Access To Chicago's Major Player Grocers" can be accessed on the MCIC web site.
http://www.mcic.org

Cleveland, OH (Story #1.1)
Michael Schramm, Programmer/Analyst at The Center on Urban Poverty and Social Change in The Mandel School of Applied Social Sciences at Case Western Reserve University was interviewed for this story. Claudia Coulton is the Co-Director of The Center on Urban Poverty and Social Change.
http://povertycenter.case.edu
http://neocando.case.edu

Denver, CO (Story #3.2)
Matthew Barry and Terri Bailey provided information for this story. Matthew is a Research
Officer and Terri Bailey is a Senior Research Officer at the Piton Foundation.
http://www.piton.org

Des Moines, IA (Story #4.4)
Charles Bruner is Executive Director of the Child and Family Policy Center. Charles provided
the information for this case.
http://www.cfpciowa.org

Indianapolis, IN (Story #5.3, 6.1)
Sharon Kandris, GIS Project Manager at The Polis Center provided information for this story.
The Polis Center is housed within Indiana University Purdue University at Indianapolis
(IUPUI).
http://www.savi.org

Memphis TN (Story 4.3)
Phyllis Betts, Director of the Center for Community Building and Neighborhood Action
(CBANA) at the University of Memphis contributed the information for this story.
http://suds.memphis.edu

Miami, FL (Story #6.5)
Lori Hanson, Director of Research, Evaluation and Training at The Children's Trust provided
information for this story.
http://www.thechildrenstrust.org

Milwaukee, WI (Stories #5.2, 6.3, 6.6)
Todd Clausen, Data Center Project Manager for the Nonprofit Center of Milwaukee was
interviewed for these stories. Michael Barndt is the Data Center Coordinator.
http://www.nonprofitcentermilwaukee.org/datacenter/

Nashville, TN (Story #2.2)
The information for this story was provided by John Stern, Executive Director of the
Neighborhoods Resource Center.
http://www.tnrc.net

New Orleans, LA (Stories #6.2, 6.4)
The information for these cases were provided by Denice Warren and Allison Plyer of
Greater New Orleans Nonprofit Knowledge Works. Denice is the Chief Information Systems
Designer and Allison is the Manager of Strategic Products for the Greater New Orleans
Nonprofit Knowledge Works provided the information for these cases.
http://www.gnocdc.org

Oakland, CA (Story #4.1)
Junious Williams, Chief Executive Officer of the Urban Strategies Council, provided the
information contained in this case.
http://www.urbanstrategies.org

Providence Plan (Story #1.4, 4.2, 4.6)
Jim Lucht, Director of Information and Technology and Pat McGuigan, Executive Director of
The Providence Plan provided the details for these stories.
http://www.provplan.org

Sacramento, CA (Stories #2.3, 3.1)
Katrina Middleton, Vice President of Community Information, Research & Planning at the
Community Services Planning Council provided the information for these stories.
http://www.communitycouncil.org

Seattle, WA (Stories #3.4, 3.6, 5.1)
Sandy Ciske and David Solet drafted these stories. Sandy is the Chief and David is the
Assistant Chief of the Epidemiology, Planning and Evaluation Unit of Public Health - Seattle
& King County.
http://www.metrokc.gov/health/

Washington, DC (Story #2.1)
Peter Tatian, Director of NeighborhoodInfo DC, provided information for this story.
http://www.NeighborhoodInfoDC.org