



# **AMANI SAFETY INITIATIVE**

A REPORT ON THE DATA AND PERCEPTIONS  
OF RESIDENTS AND PARTNERS  
IN THE COMMUNITY BASED CRIME REDUCTION GRANT  
2016--2020

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THE DATA AND THE PERCEPTIONS OF



**Amani Safety Initiative**  
**Final Report -- March 2021**

## Highlights of the Amani Safety Initiative Report 2016-2020

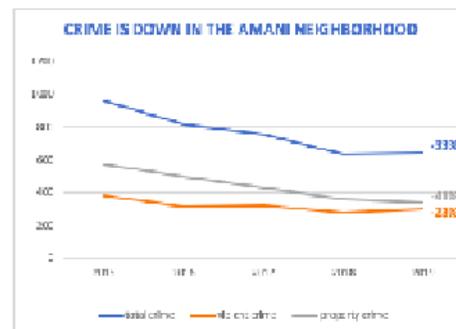
The civil unrest over the last few years has organizations and business alike looking for ways to ease tensions and create real solutions. The launch of the Amani Safety Initiative in Milwaukee was a collaborative effort to do just that. The initiative was founded back in 2016 through a Byrne Criminal Justice Innovation grant to engage residents through using data and best practices to improve police and community relations, while increasing safety in the neighborhood. Even with a change in presidency that renamed the grant to Innovations for Community Based Crime Reduction (CBCR) and refocused on the purpose of the grant to guns and gangs, community members found ways to utilize the grant effectively.

### Objectives:

- Document and provide evidence of change of crime data between the start and end of the grant period.
- Document the residents' perceptions of changes in the neighborhood at the end of the grant.
- Document comments and observations from the partners' perceptions of the process and results.

### Key Results:

- The reduction in Amani in violent crime, property crime and total crime was greater in Amani than the city as a whole.
- Increase in Amani's resident involvement, partner involvement and resources.
- Some positive trends in residents' perceptions of the neighborhood and police activity in Amani.
- There was no improvement in the topic that was identified as most important to residents: traffic safety.



**"The collaboration and cross-sector involvement on the governance team helped us all to be more aware of poverty and unemployment, and how they affect crime. They kept it on our radar and planted seeds."**

Milwaukee Police Department was the fiscal agent for this federal grant. The Dominican Center served as lead community partner. Other partners in the effort included Safe & Sound, LISC Milwaukee, Amani United, COA, Hepatha Lutheran Church, the District Attorney's Office, and Data You Can Use. Although some positive data was collected over the course of the grant, challenges did occur. Major concerns or barriers to the grant were with the changes and delays associated with a change of administration in Washington DC, the fiscal administration of the grant, concerns that partners did not live up to their commitments, and the lack of a full-time, designated coordinator throughout the course of the project.

There is good evidence that the grant had an impact, that the work will continue without the grant, and that the relationships built during the grant period will continue to serve the partners and the residents of the Amani neighborhood. The project reinforced the knowledge that a "neighborhood" needs identity and both internal and external perceptions affect that identity.

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### Acknowledgements:

This report was compiled by Data You Can Use, the research partner in the Amani Safety Initiative. Through the iterations of the Federal grant, the complications of staff turnover, and the realities of a neighborhood stung by structural racism and poverty, the local partners continued to pursue the issues of most concern to the residents of the Amani neighborhood. Participation and commitment varied but it included community partners, local to national, faith-based organizations, community-based organizations, government agencies and businesses. Thanks are extended to the residents of the Amani neighborhood and the following individuals for the role they played in the Amani Safety Initiative. Affiliations are noted as of the time of involvement.

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*Captain Boris Turcinovic, Milwaukee Police Department*  
*Maritza Ugarte, Safe & Sound*  
*Anthony Weston, Dominican Center*

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### Introduction and Background:

In 2016, the Amani Safety Initiative was launched in Milwaukee under what was then known as a Byrne Criminal Justice Innovation grant. The Milwaukee Police Department was the recipient and fiscal agent. The Dominican Center served as lead community partner. Other partners in the effort included Safe & Sound, LISC Milwaukee, Amani United, COA, Hepatha Lutheran Church, the District Attorney's Office, and Data You Can Use. The purpose of this grant was to engage residents and use data and best practices to improve police and community relations while increasing safety in the neighborhood. The grant built on a previous Building Neighborhood Capacity Program (BNCP) grant and an investment from the Northwestern Mutual Foundation's Neighborhood Initiative. In the initial planning phase, two priorities were identified based on resident input and a review of the data: improving traffic safety and reducing domestic violence.

Results of the 2016 Presidential election brought changed priorities for the Federal grant, renamed the Innovations for Community Based Crime Reduction (CBCR) and refocused on "guns and gangs." These changes resulted in significant delays in approval of the implementation plan and grant payments to partners. Collaborating partners continued to meet and carry out the work in the interim, but the changes were a source of tension among partners, the cause of turnover in staff, and an associated loss of momentum for the grant. Nevertheless, partners continued to meet and pursue the goals of the grant (see Appendix B.) The grant technically ended in September of 2020 and evaluation of results continuing throughout the year. Residents and partners remained committed to the working together to improve safety in the Amani neighborhood.

Data You Can Use, a local data intermediary affiliated with the Urban Institute's National Neighborhood Indicators Partnership, served as the Research Partner for the grant. There were three components to be documented in the final research report:

1. the empirical evidence of change--a summary of actual **crime data** change between the start and end of the grant period
2. a summary of **residents' perceptions** of changes in the neighborhood from the start or the grant until the end, and
3. comments and observations from the **partners' perceptions** of the process and results.

Each of these components is addressed in this report. Two additional pieces are included. Changing the narrative about this neighborhood in Milwaukee's 53206 ZIP code was one of the goals of the grant. The partners' communication plan as well as an article from a local media outlet describing the project and the changes that have come about over time are included in Appendix B.

And, because a key strategy in the revitalization of the Amani neighborhood is to build a network of block ambassadors, this report also contains a map which documents the active participation of resident leaders in the neighborhood juxtaposed on a map which shows that the neighborhood is divided into three different city aldermanic districts. (See Appendix C.) This map highlights both the dedication of residents and the challenges associated with establishing unity to move political will to affect change.

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### Section 1. The Empirical Evidence: Crime is down in Amani

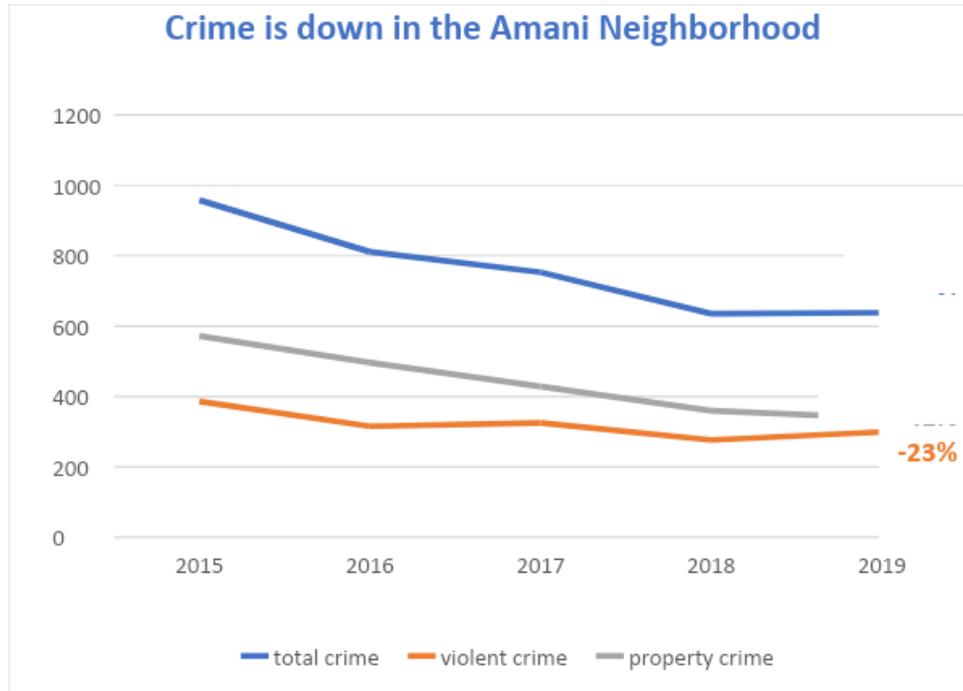
According to data recently provided by the Office of Management, Analysis and Planning (OMAP) of the Milwaukee Police Department, **crime in the Amani neighborhood is on the decline.**

Between 2015 and 2019:

- **Total property crime** (burglary, theft, auto theft, and arson) went from 572 in 2015 to 339 in 2019, a **decrease of 41%**.
- **Total violent crime** (murder, rape, robbery and aggravated assault) went from 386 in 2015 to 299 in 2019, a **reduction of 23%**.
- In each of the **hot spot areas**, **total violent crime** also **decreased** during this period.
- Overall, between 2015 and 2019, **all categories but rape and arson showed a decline.**
  - The number of **rapes** increased on an annual basis from 12 in 2015 to 15 in 2019.
  - The number of **arson** offenses increased from 7 in 2015 to 10 in 2019.
- **Traffic crashes** in the Amani neighborhood totaled 578 in 2019, an **increase** over the 2018 number (556) and higher than the total number of either property crimes or violent crimes.
  - There were 64 crashes at the intersection of West Center Street, North 27<sup>th</sup> Street and West Fond du Lac Ave, accounting for 11% of all of the crashes in the neighborhood in 2019.

Overall, total crime in the Amani neighborhood was reduced from 958 in 2015 to 638 in 2019, a **decrease of 33% over the five-year period.**

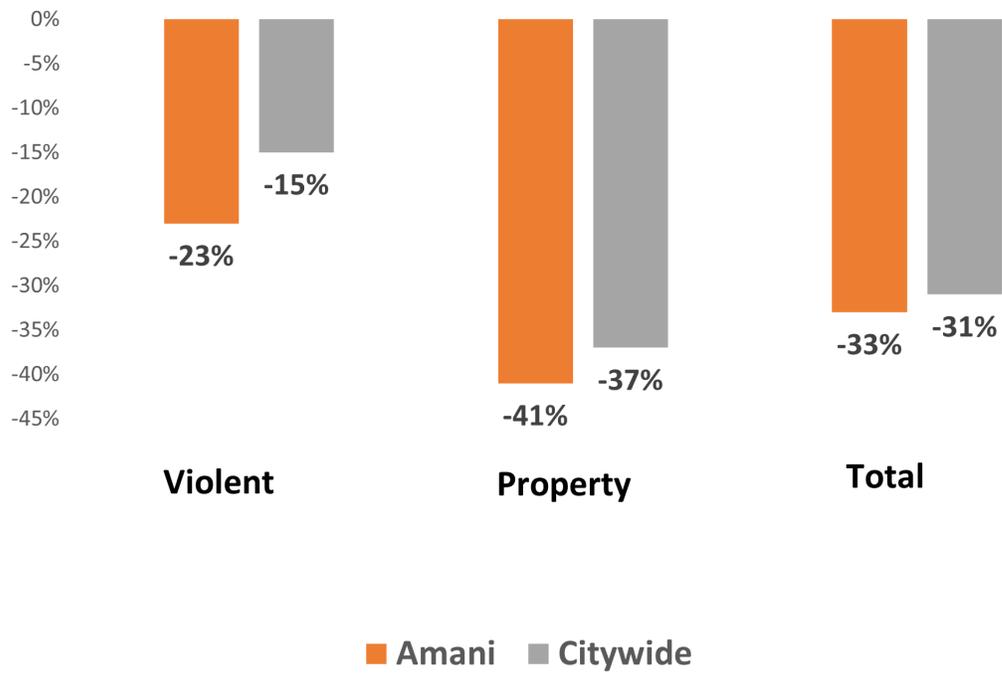
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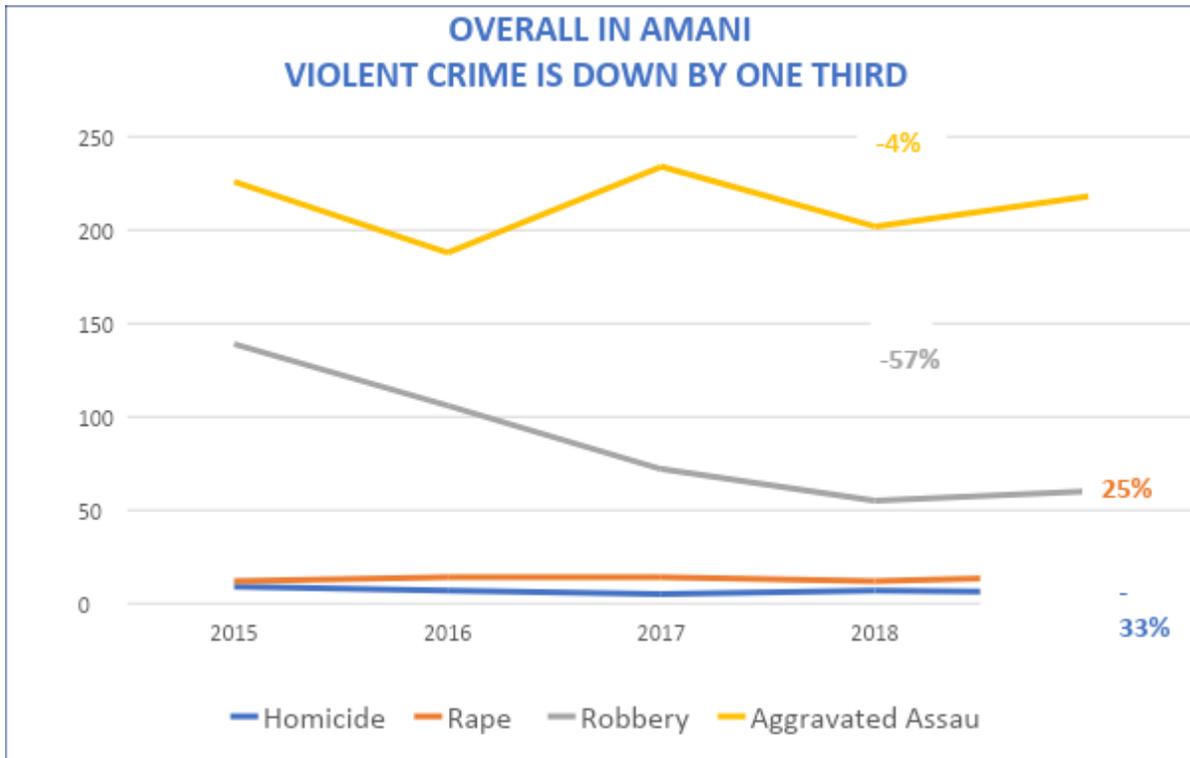
While crime was down citywide during this time period, the **reduction in Amani in violent crime, property crime and total crime was greater in Amani than the city as a whole.**

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Between 2015 and 2019, the **reduction in crime was greater in Amani** than in the city as a whole.

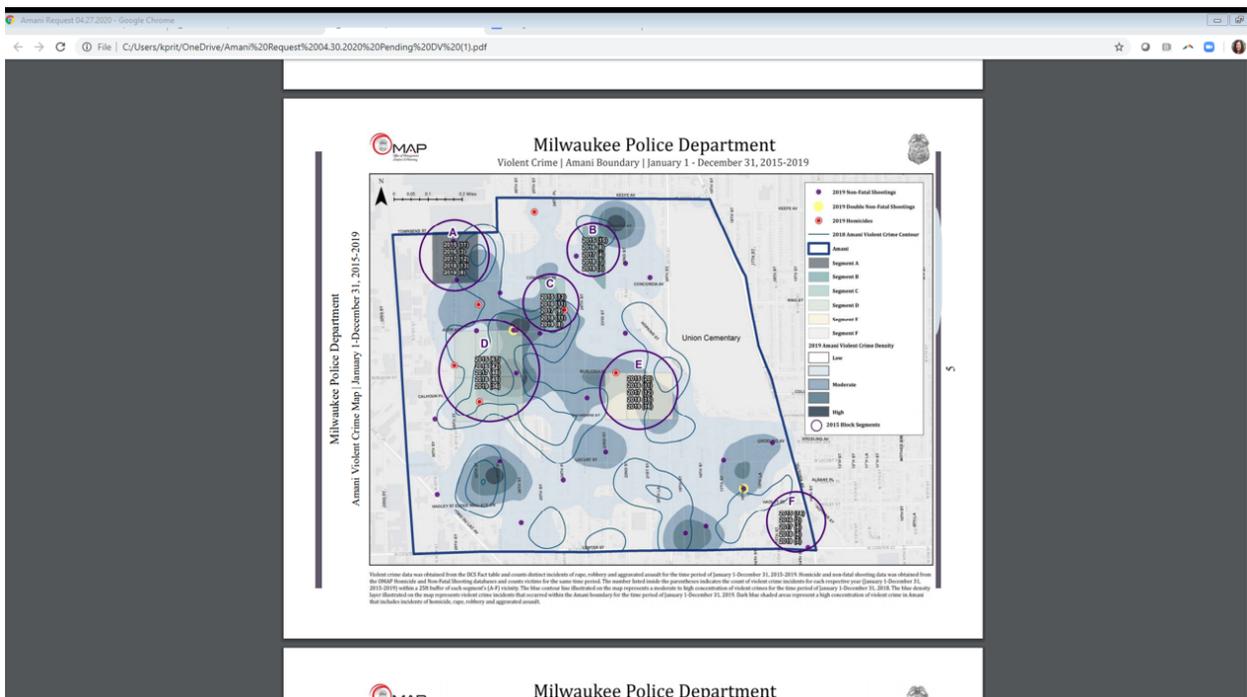
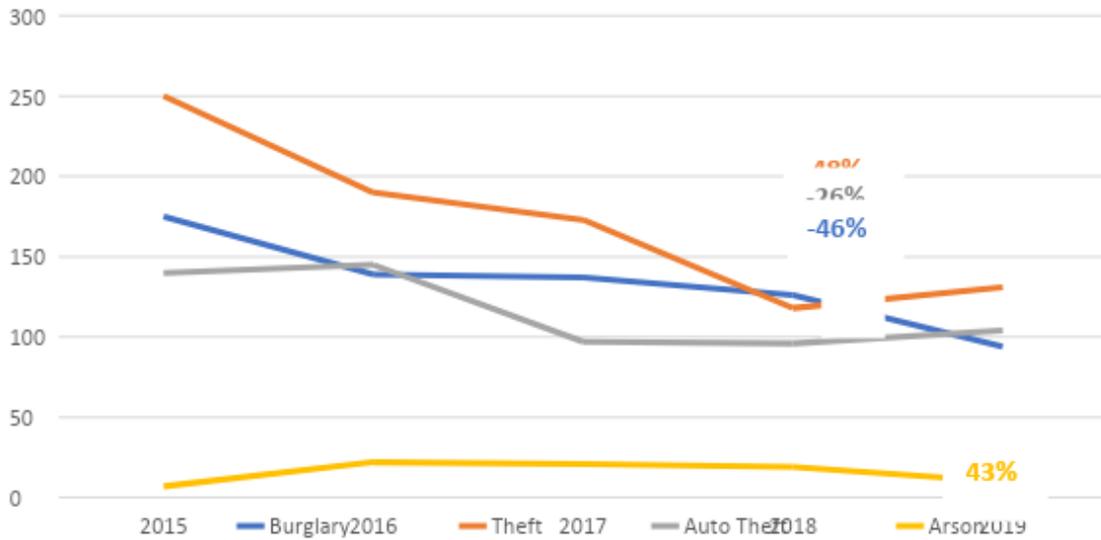


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## Overall in Amani Property Crime Is Down 41%



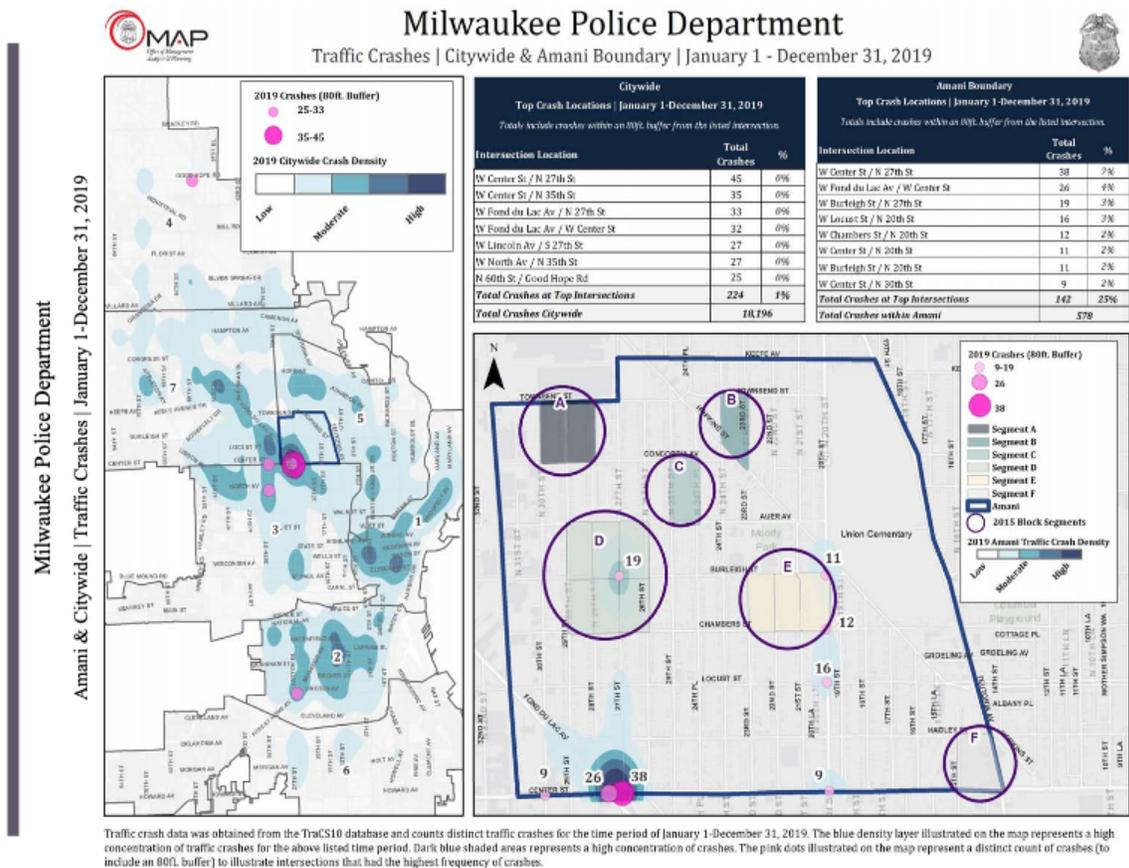
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Crime is down in each of the identified hot spots.

**Hotspot change in Total Violent Crime 2015--2019**

Segment A	-27%
Segment B	-80%
Segment C	-38%
Segment D	-46%
Segment E	-20%
Segment F	-64%

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Traffic crashes, unfortunately, did not decline.

2019 Crashes at intersections	
27 <sup>th</sup> / Center	38
Fond du Lac / Center	26
Burleigh / 27 <sup>th</sup>	19
Locust / 20 <sup>th</sup>	16

And data on **domestic violence** was not attainable due to changes in a software system at the Police Department.

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Consistent with the goals of the grant and the communications plan developed by the partners, (see Appendix B), these results were presented at a Saturday morning meeting of the Amani Ambassadors and printed and distributed by youth organizers via door hangers for the residents.

This data does not allow us to say with certainty that the grant and activities of the residents and partners are the reason that crime is down in Amani. What we can document however, is an increase in

- resident involvement
- partner involvement
- resources
- cross-sector collaboration
- focus-- both topically and geographically
- adherence to a plan and a strategy, and
- ongoing commitment.

What we can say is that the empirical evidence of crime reduction supports a theory of change that suggests that increasing these conditions will lead to a safer neighborhood.

## Section 2: Resident Perception of the Neighborhood:

### The Resident Survey

One component of the grant was to systematically ascertain the perceptions and priorities of the people of Amani regarding neighborhood safety. The focus was on two specific topics: crime and safety conditions in the neighborhood, and police legitimacy in the neighborhood. The research and data collection were part of the community engagement process and residents and partners played an active role in the design, implementation, analysis, interpretation, and dissemination of the survey results. The baseline survey was conducted in late 2017 and early 2018 and yielded a total of 289 resident responses collected primarily through door-to-door interviews conducted by residents who were trained and paid. The follow-up survey was conducted in the fall of 2020 (during the COVID-19 pandemic) and while the questions were identical to the baseline survey questions, it was administered solely on-line and yielded 104 responses. (See Appendix A for a discussion of the methodology and complete survey results.)

By comparing the baseline data collected in 2017 and 2018 with 2020 results, Amani stakeholders will have a better understanding of what interventions may have worked in the initial years of the Safety Initiative and what areas might be prioritized going forward.

### Changes over time

- In the 2017-18 baseline survey about **neighborhood conditions**, residents in the Amani neighborhood indicated they were most concerned with litter or trash on the sidewalk (77%), followed by vacant and abandoned buildings (70%), and loitering (62%). In the follow-up survey, residents in the Amani neighborhood were still most concerned with litter or trash on the sidewalk (77%), vacant and abandoned buildings (72%), and loitering (68%); however, residents expressed more concern for houses and yards not being kept up (67%), soliciting/prostitution (57%) and abandoned cars (51%), with all of these categories showing an increase of over 10 percentage points from the baseline survey.
- When asked about **crime and safety** in the neighborhood, the greatest concern in the initial survey was about traffic safety. 92% indicated that speeding and reckless driving were a problem and 87% responded that drivers running red lights and stop signs are problems. In the follow-up survey, traffic safety remains the greatest concern, though concerns over speeding and reckless driving were down slightly (90%) from the previous survey. Concern about murder in the neighborhood was up 27% percentage points since the original survey.
- When asked about **police behavior** in Amani, 68% of the initial respondents believed that police are respectful of adults, and 64% believed police are courteous to residents and youth. In 2020, fewer people think police are respectful of adults (65%) and courteous to residents and youth (62%).

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- When asked about local police **fairness** in the baseline survey, 52% agreed that officers are fair and impartial. In 2020, this number was down slightly at 49%. Fewer people also felt that officers treated residents with dignity and respect (47%) compared to the baseline results.
- In the baseline survey, when asked about local police **responsiveness to the community**, 54% indicated that police were doing a poor job of **sharing information** with residents and 46% believed that police were doing a poor job in **working with residents to solve local problems** and **being open to input from residents**. In the follow up survey in 2020, police responsiveness was generally viewed more positively with 33% indicating police were doing a poor job of **sharing information** with residents and 31% thought police were doing a poor job in **working with residents to solve local problems**.
- Just over a quarter (26%) of respondents to the original survey thought police in Amani were doing a good or very good job of **dealing with the problems that really concern residents**. Results from the second survey show a slight improvement at 28%.
- When asked about **police visibility in the neighborhood** in the original survey, residents said police were seen most often driving through on patrol (92%), making a traffic stop (82%) or arresting someone (75%). Two years later, respondents reported mostly seeing police making a traffic stop (87%), driving through on patrol (86%) or walking or on bike patrol (81%).
- In the baseline survey, 64% of Amani residents reported that they often or sometimes see **police walking or on bike patrol** and 43% initially reported they often or sometimes see **police having a friendly conversation with people**. In the follow-up survey, 79% report often or sometimes **seeing police arrest someone** and 56% report often or sometimes **having a friendly conversation**.
- When asked about their **reaction to seeing police** in the neighborhood, 76 % of respondents to the baseline survey reported feeling **“relieved”** and 71% report feeling **“secure.”** In 2020, 77% reported feeling **“relieved”** and 79% reported feeling **“secure”**.
- In the initial analysis, 60% of the residents reported that they often or sometimes felt **“proud”** when they see police in Amani. In the 2020 survey, 71% feel **“proud”**.
- In the baseline survey, 60% reported that they felt **“uneasy,”** and 39% reported feeling **“afraid”** when they see police in the neighborhood. In 2020, more people reported feeling **“uneasy”** (75%) and **“afraid”** (56%).
- Overall, 54% of the residents reported being **satisfied with the police** serving the Amani neighborhood in the baseline survey. In 2020, 55% indicated they were satisfied.
- When asked about their **willingness to help police**, more than four-fifths of respondents to the baseline survey indicated that they would be somewhat or very likely to **report dangerous or suspicious activities** (84%) or **call the police to report a crime** (84%). This willingness is up in

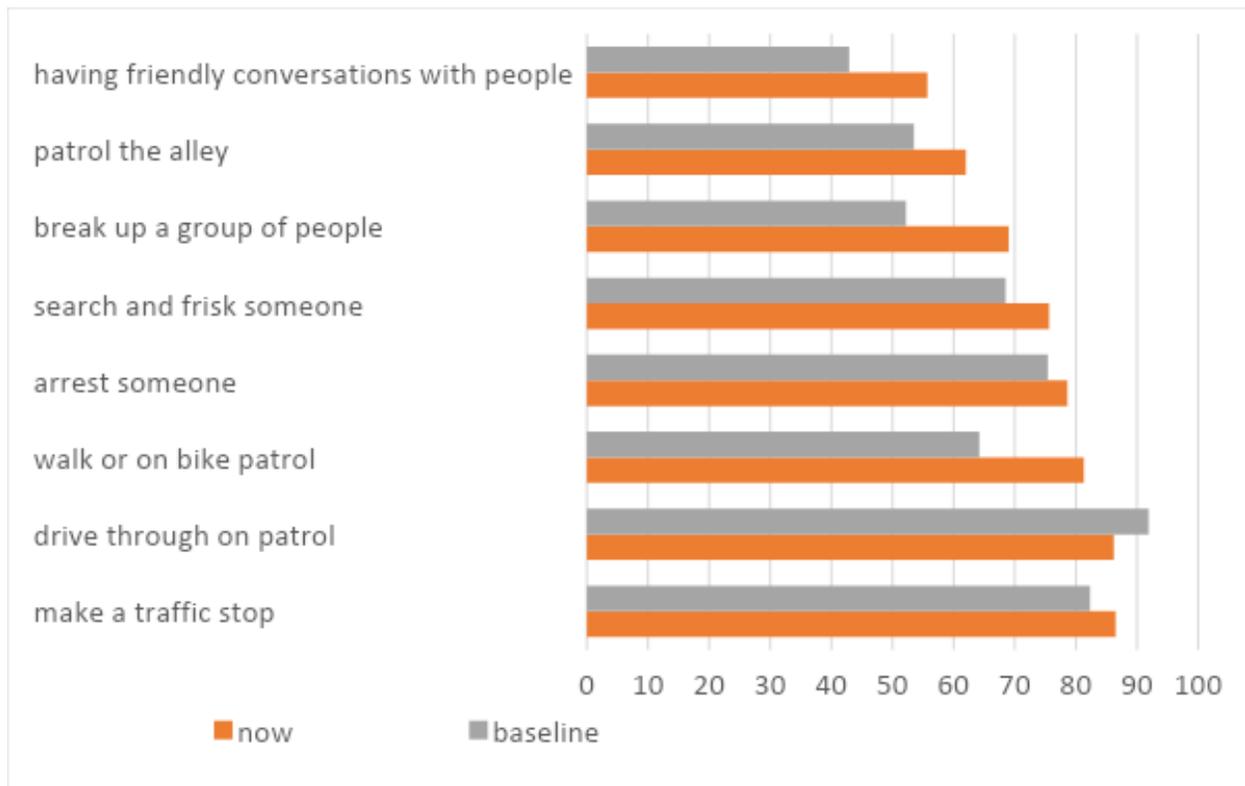
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2020, with 88% indicating they'd be somewhat or very likely to **report dangerous or suspicious activities** or **call the police to report a crime**.

- In the first survey, 80% of Amani residents reported that they were likely to **provide information to help police find someone suspected of committing a crime**. In the follow-up survey, 81% would likely assist police in this way.

### Highlights

- Residents are most likely to see police **driving through on patrol** or **making a traffic stop**.
- The greatest increases (up 17 percentage points) was seeing police **on foot or on bike patrol** and seeing police having **friendly conversations** with people (up 13%).

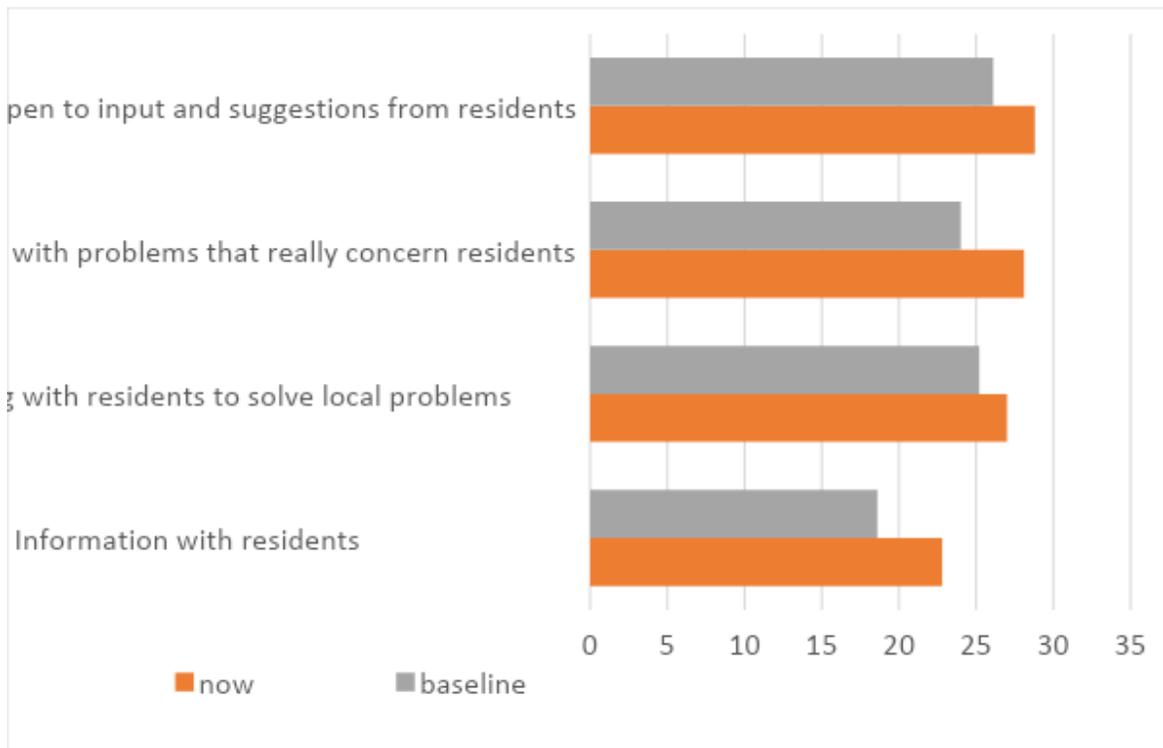


In summary, there are some positive trends in residents' perceptions of the neighborhood and police activity in Amani. Of particular note are greater presence and awareness of police on beat and bicycle patrol and engaged in conversations with residents. There is an increase in the percent of respondents feeling secure, relieved, or proud when seeing police in the neighborhood. While these data do not

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allow us to draw conclusions that prove the activities of the grant were the cause of improved perceptions, it is worth noting that areas where the grant focused were areas of improved perception.

- Roughly **one-third of Amani residents rate police as doing a good or very good job.**
- **Residents' rating of police improved in all four areas.**
- The greatest increase was in **dealing with problems that really concern residents.**



And, likely due to the shift in the focus of the grant with the change in federal leadership, there was no improvement in the topic that was identified as most important to residents --traffic safety. This remains a priority for residents and partners in the Amani neighborhood.

Consistent with the goals of the grant and the communications plan developed by the partners, (see Appendix B), the initial results were presented at several in-person "data chats" with residents and partners prior to COVID. They were also summarized on door-hangers and distributed throughout the neighborhood.

### **Section 3. Partner perceptions and recommendations:**

At the close of the grant period, key partners were interviewed both individually and collectively to discuss their perceptions of both the process and the outcomes. Partners included those serving on the Governance Team and those participating in the cross-sector meetings. They were asked to identify “lessons learned” and make recommendations based on their experience. Highlights of the interviews are summarized below:

#### ***Benefits of the Project:***

When asked about the benefits of the project, partners talked about the value of the relationships they developed, the planning and research involved in the project, and most often, the results of the project.

#### **Relationships**

Comments about relationships reflect the value of working across sectors, learning from partners and broadening their point of view.

*I saw beat officers from a different perspective, and I saw officers evolve their perspective.*

*I value the relationships we built around the table—partners were always eager to be at the table, to come together.*

*We could benefit from conversations and practices of other partners. Traveling and learning as a team gave us a chance to communicate and learn together.*

*I enjoyed relationship building, developing strategies together, building relationships with Amani residents.*

*This grant provided an opportunity for residents to participate and determine what they want to experience in the neighborhood.*

*This project gave residents a chance to be involved and a voice in determining what they wanted to see.*

*We reached out to other partners and we learned so much from partners like Hepatha who has been working in the neighborhood for decades.*

*In the beginning the [Police] Captain was a participating partner. He always showed up.*

*I appreciated seeing that the young people of Amani were excited to be active and heard.*

*It was great to have frontline staff involved. They understand residents and could help with the plans.*

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*It would have been helpful to have the prosecutor assigned solely to the neighborhood—working on crime prevention, working with victims, landlords, business owners, and hot spots.*

### Research and Planning

Partners were active participants in the review of data, establishing outcomes, and using information to establish and adapt their plans. Data included statistics from the Milwaukee Police Department, neighborhood data portraits from Data You Can Use, monthly partner updates and reporting, maps of hotspots and traffic crashes, field learning from other CBCR sites, and survey data from residents. Data were shared at monthly meetings with partners and with residents throughout the grant.

*I got a better understanding of the data and better understanding of domestic violence issues.*

*It was really helpful to collect the data and to be able to say we made a difference. It was good to have a data person on the team.*

*The planning and the surveying were done really well. What we uncovered was so important. Residents were concerned about traffic safety. Domestic violence was the crime no one talked about.*

*In the beginning, each partner outlined what they'd do. We really discussed outcomes in the planning phase.*

*The trip to Cleveland was a highlight. We saw that what was happening in Amani and in Milwaukee was not unique. We saw the same problems in other places and learned from partners across the country.*

*Residents received copies of survey results with door hangers, data chats and presentations at virtual resident meetings.*

### Results

Partners framed results in terms of a documented decrease in crime, improved working relationships among diverse partners, and most importantly, the engagement of residents.

*Crime is down, resident engagement is up, and we formed some solid relationships among partners.*

*We were ready to do CPTED training on 27<sup>th</sup> and Auer, businesses signed the "Good Business Agreement," residents were trained to conduct surveys.*

*It was very exciting to receive an award. In the beginning, I thought we had strong partners and we could learn from Washington [DC].*

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*This was an opportunity for residents themselves to come up with a plan – Amani ambassadors on each block could communicate and make connections.*

*Residents produced the slowdown signs.*

*MPD was willing to have office hours – a move not heard of anywhere else.*

*The collaboration and cross-sector involvement on the governance team helped us all to be more aware of poverty and unemployment, and how they affect crime. They kept it on our radar and planted seeds.*

*The project gave us the ability to coordinate work and not work in silos. It was a chance to sit at the table and create a better neighborhood – pooling resources, sharing information and having more consistency.*

## **Challenges of the project**

While there were many benefits that were identified by the partners, there were also certain problems that were called out. The major concerns or barriers to the grant were with the changes and delays associated with a change of administration in Washington DC, the fiscal administration of the grant, concerns that partners did not live up to their commitments, and the lack of a full-time, designated coordinator throughout the course of the project.

## **Changes in direction with the Trump administration**

*The drastic change with the implementation plan was a disaster. There was no concern for thoughtful resident engagement.*

*Change in Federal directives left the work of the residents behind. They planned for one thing and were told they had to focus on guns and gangs in their neighborhood.*

*We lost \$70,000 per year in community improvement money—that really hurt- we couldn't show an early win.*

*We were really on a roll, but when we submitted our plan they changed the rules.*

## **The fiscal administration of the grant**

*There was no clear understanding of what was needed for MPD to process invoices. There was no uniform way to go about getting paid.*

*The DA's office was "left out" of the budget in the beginning.*

*Payment issues were an unreasonable distraction. They could mean the difference between an organization surviving and going under.*

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*It was a shame not to have the early action project—we should have had it early on in the planning phase. It would have helped to get buy in. Residents knew there was an influx of federal money and people see no results.*

### Partners not living up to expectations

*There were multiple tiers, going through LISC national complicated things—national technical assistance didn't value local input and decision making.*

*MPD didn't take it seriously. There were three different Captains over the course of the grant and three different grant officers. Invoices went unpaid.*

*MPD didn't hold up their end. They left their partners hanging.*

*Safe & Sound was not willing to share data about the neighborhood and their activities. That would have helped.*

*COA did not participate.*

*There was a lack of trust between resident leaders and police that hampered participation and created strain.*

*Resident engagement at the table declined with two different leaders.*

*Resident drop-out of decision-making meetings hurt credibility.*

*Because of a technical problem at the Police Department, the data on domestic violence was not accessible in the second round.*

### No full-time coordinator

*Turnover was problematic.*

*We really needed someone to coordinate the whole thing on a full-time basis. It was frustrating and confusing.*

*We knew what we wanted and needed but LISC wouldn't let us hire someone nationally who knew how to manage federal grants.*

*Things that make the work essential (such as outreach, resident interaction) were especially devastated by the pandemic, and the murder of George Floyd.*

*Youth were not aware of CBCR goals or adequately involved in the process.*

## **Lessons Learned/Recommendations**

When partners reflected on what they learned and what they would recommend if they were to be involved in a similar effort, they called for more ongoing, authentic resident engagement including youth, the necessity of a full-time designated project coordinator, the importance of sound fiscal administration and the disruption of local priorities imposed by changes in Washington DC.

### **Engage Residents**

*We really learned that if there is no buy in from residents, it won't work. ALL partners must buy in.*

*Listen to residents!!! Ask them what could be helpful? They can tell you best what they need. They did get on board and we learned what safety means to them.*

*We should have done more to get the word out to residents about what was being accomplished.*

*We need to work intergenerationally, engaging youth in decision-making.*

### **Designate a full-time coordinator**

*To succeed, the project needs a full-time coordinator, a consistent police liaison who is empowered to act, respect among partners, and a fiscal agent who pays.*

*Continuity in grant coordination throughout the whole project is required.*

*A coordinator is required to ensure continued resident involvement*

*Expect turn over and build in constant orientation to the project.*

### **Don't change the rules in the middle of the grant**

*We knew what our priorities were—what the residents' priorities were. A change in administration in Washington DC should not change priorities on the grant.*

*We really should have pushed back more when the implementation plan was questioned. It would have been better to not have agreed to the grant and find other ways to do what we had planned to do under the original guidelines.*

*Without being paid, there was no incentive to keep things moving.*

*To focus on traffic and make a difference, engage the Milwaukee County Sheriff's Department and get a grant from DOT to support a motorcycle cop at the intersections where there are the greatest number of traffic deaths.*

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Finally, there was a reminder that oftentimes a federal grant that does not respect local needs can be more problematic than helpful. One partner summed it up:

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*Now that the grant is over, maybe we can finish what we started.*

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### Sustainable Change:

There is good evidence that the grant had an impact, that the work will continue without the grant, and that the relationships built during the grant period will continue to serve the partners and the residents of the Amani neighborhood.

The project reinforced the knowledge that a “neighborhood” needs identity and both internal and external perceptions affect that identity. A key strategy in the effort to revitalize the neighborhood has been to work to change the narrative of the neighborhood. One measure of the grant’s impact is the way the story is told by others. An article entitled *How the Amani Neighborhood Cut Crime*, written by Graham Kilmer of [Urban Milwaukee](#), and published in October of 2020 describes the work and begins to change the narrative about the Amani neighborhood. It is included here in its entirety in Appendix B to capture the change and process from an external perspective. It also demonstrates that lasting change does not occur as the result of a single grant.

Real change takes time and the persistence of dedicated leaders and the ability to work on a united front. As a key strategy, the revitalization plan for Amani is establishing a network of block ambassadors who are essential to resident ownership and sustained change. Resident leaders, the Amani Ambassadors, are building strength, connections and capacity in the neighborhood. The map in Appendix B was created to both track the location of designated ambassadors, and to highlight the challenge of working in a neighborhood divided into three aldermanic districts. The ability to move political will to sustain change requires a sense of unity. The fact that the neighborhood is divided into three different aldermanic districts helps explain some of the challenges of organizing the population to affect change.

## Appendix A --Resident Survey Results and Methodology Notes on Follow-up Survey

### Survey Results Baseline (2017-18) N=289 Follow-up (2020) N=104

**Q1. The first questions are about Physical and Social Disorder. To what extent do you think these are a problem in the Amani neighborhood?**

*Respondents identified these as problems... includes responses of 3 and 4, on a scale of 1-4 from Not a Problem (1) to Serious Problem (4).*

#### *Neighborhood Conditions*

<b>Respondents identified these as problems...</b>	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>Percentage point change</b>
<b>Litter or trash on the sidewalk</b>	76.9	76.8	-0.10
<b>Vacant, abandoned or boarded up buildings</b>	69.6	71.7	2.10
<b>Loitering</b>	61.8	67.7	5.90
<b>Houses and Yards not kept up</b>	54.5	67.0	12.50
<b>Soliciting/ Prostitution</b>	42.1	56.7	14.60
<b>Abandoned cars</b>	39.5	50.5	11.00
<b>Graffiti on buildings and walls</b>	33.2	42.4	9.20

Improvement

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**Q2. The next questions are about Crime and Safety. To what extent do you think these are a problem in the Amani neighborhood?**

*Respondents identified these as problems... includes responses of 3 and 4, on a scale of 1-4 from Not a Problem (1) to Serious Problem (4).*

*Crime and Safety*

<b>Respondents identified these as problems...</b>	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>Percentage point change</b>
<b>Speeding/reckless driving</b>	91.8	89.8	-2.0
<b>Running red lights/stop signs</b>	87.1	87.8	0.7
<b>Murder in the neighborhood</b>	78.2	77.4	-0.8
<b>Drug dealers hanging around this neighborhood</b>	78	76.3	-1.7
<b>Shootings on your block</b>	62.8	74.2	11.4
<b>Robbery in the neighborhood</b>	52.1	63.2	11.1
<b>Letting children go outside during the day</b>	50.4	57.4	7.0
<b>Letting children go outside during the night</b>	45.7	50.5	4.8
<b>Walking alone during the day</b>	35.3	46.6	11.3

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**Q3. Now I'm going to read some statements about how Milwaukee Police officers act in this neighborhood. Remember we are focusing here in the Amani neighborhood, not in general. Please tell me if you strongly agree, agree, disagree, or strongly disagree.**

*Agree % column includes responses of "Strongly Agree" and "Agree."*

<b>Police Respect</b>				
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*Agree % column includes responses of "Strongly Agree" and "Agree."*

Residents agree that...	Baseline 2017-18 (%)	2020 (%)	Percentage point change
Police in Amani are respectful of adults	68.3	64.6	-3.7
Police in Amani are respectful of youth	64.3	62.3	-2.0
Police in Amani are courteous to residents	64.2	61.9	-2.3
Police in Amani are respectful of minorities	57	60.0	3.0

Improvement

Caution

**Q4. Please tell me whether you agree or disagree with the following statements about Milwaukee police officers in this neighborhood.**

*Agree % column includes responses of "Strongly Agree" and "Agree."*

Residents agree that...	Baseline 2017-18 (%)	2020 (%)	Percentage point change
In the Amani neighborhood, police officers are fair and impartial when applying the law	52.2	50.7	-1.5
In the Amani neighborhood, police officers treat all people with dignity and respect	51.6	47.4	-4.2

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**Q5. Please rate how well you feel the Milwaukee police are doing in this neighborhood on the following items. For each statement would you say they are doing a poor, fair, good or very good job.**

*All responses are shown.*

<i>Police Performance</i>	Poor			Fair			Good			Very Good		
	2017-18 (%)	2020 (%)	% point change	2017-18 (%)	2020 (%)	% point change	2017-18 (%)	2020 (%)	% point change	2017-18 (%)	2020 (%)	% point change
<b>Sharing information with residents</b>	53.6	32.5	-21.1	27.6	44.6	17	15.6	10.8	-4.8	3.2	12.0	8.8
<b>Working with residents to solve local problems</b>	46	30.6	-15.4	28.8	42.4	13.6	17.6	14.1	-3.5	7.6	12.9	5.3
<b>Dealing with problems that really concern residents</b>	46.1	29.2	-16.9	29.9	42.7	12.8	17.8	16.9	-0.9	6.2	11.2	5.0
<b>Being open to input and suggestions from residents</b>	34.8	31.3	-3.5	39.1	40	0.9	20.2	16.3	-3.9	5.9	12.5	6.6

 Improvement

 Caution

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**Q6. In general, how satisfied are you with the police who serve your neighborhood? Would you say you are:**

*Satisfied % column includes responses of "Very satisfied" and "Satisfied."*

	Baseline 2017-18 (%)	2020 (%)	% point change
<b>Satisfaction with the police serving your neighborhood</b>	54.3	54.7	0.3

**Q7. When you see a Milwaukee police officer in this neighborhood, how often do you feel:**

*Responses include "Often" and "Sometimes."*

	Baseline 2017-18 (%)	2020 (%)	% point change
<b>Secure</b>	71.3	77.8	6.5
<b>Relieved</b>	75.7	77.2	1.5
<b>Uneasy</b>	60.4	75.0	14.6
<b>Proud</b>	59.9	70.7	10.8
<b>Afraid</b>	38.5	56.4	17.9

**Q8. About how often do you see a Milwaukee police officer in this neighborhood doing the following things? Is it often, sometimes or never?**

*Responses include "Often" and "Sometimes."*

	Baseline 2017-18 (%)	2020 (%)	% point change
<b>Make a traffic stop</b>	82.3	86.5	4.2
<b>Drive through on patrol</b>	91.9	86.2	-5.7
<b>Walk or on bike patrol</b>	64.2	81.3	17.1
<b>Arrest someone</b>	75.4	78.6	3.2
<b>Search and frisk someone</b>	68.5	75.6	7.1
<b>Break up a group of people</b>	52.2	69	16.8
<b>Patrol the alley</b>	53.5	62	8.5
<b>Have friendly conversation with people</b>	42.9	55.7	12.8

 Improvement

 Caution

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**Q9. Please tell me how likely you would be to do the following to help the police in your neighborhood. Would you be very likely, somewhat likely or not at all likely?**

*Agree % column includes responses of "Very likely" and "Somewhat likely."*

	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>% point change</b>
<b>Report dangerous or suspicious activities in your neighborhood</b>	84.4	88	3.6
<b>Call the police to report a crime occurring in your neighborhood</b>	83.5	87.9	4.4
<b>Provide information to help police find someone suspected of committing a crime</b>	79.7	80.5	0.8

 Improvement

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**Q10. Finally, to make sure we are getting good representation from the neighborhood, can you tell me if you are a:**

	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>% point change</b>
<b>Homeowner</b>	30.9	35.6	4.7
<b>Renter</b>	55.8	56.7	0.9
<b>Other (staying with friends or family)</b>	13.4	7.8	-5.6

**Q11. Can you tell me how long you have lived in the Amani neighborhood?**

	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>% point change</b>
<b>Less than 1 year</b>	14.3	11.4	-2.9
<b>1-3 years</b>	21.3	23.9	2.6
<b>4-9 years</b>	19.5	23.9	4.4
<b>10 or more years</b>	44.9	40.9	-4

**Q12. Please tell me which age category you fit into?**

	<b>Baseline 2017-18 (%)</b>	<b>2020 (%)</b>	<b>% point change</b>
<b>16-17 years old</b>	2.2	4.3	2.1
<b>18-24 years old</b>	10.9	2.1	-8.8
<b>25- 54 years old</b>	59.1	59.6	0.5
<b>Over 55 years old</b>	27.7	34	6.3

**Methodology/Process:** The same survey questions in the baseline survey from 2017-2018 were used for the follow-up survey. Due to COVID-19, it was understood that administering door-to-door interviews was neither practical nor safe. Since respondents would be completing the survey more independently, the ‘script’ language that the Amani ambassadors had used in the baseline survey was adjusted to provide clear directions. Using resident contact lists provided by the partner organizations Safe & Sound and the Dominican Center, an email with a link to the online version of the survey hosted by SurveyMonkey was sent in September 2020 to the 109 residents with emails listed. Residents with emails represent about a quarter of the 404 total contacts listed. Partners posted a link to the survey on social media as well. As an incentive, a raffle to win a \$50 gift card was highlighted in these emails and social media posts. In November, residents completing a paper version of the survey were given a free Thanksgiving turkey at an event coordinated by the Dominican Center. These paper surveys were entered into SurveyMonkey by Data You Can Use staff. A document describing the data entry rules that were applied is attached to this report. At the end of December 2020, a final push was made to collect more surveys through an SMS text message with a link to the survey. Although no further online surveys

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were completed through this collection method, one respondent verbally described via text their involvement in the neighborhood. (See attachment for a copy of the full survey.)

**Survey Response:** The 104 surveys collected in 2020 are notably fewer than the 289 responses collected in the baseline survey from 2017-2018. One likely explanation for this is the COVID-19 pandemic, which limited survey collection in two key areas; (1) the survey could only be completed online, which exacerbated the exclusionary effects of the digital divide by making the survey inaccessible to many potential respondents, and (2) the requirements of social distancing meant that the respondent had no assistance from the Amani ambassadors, as they had in the previous survey, and were perhaps more likely to skip or miss a question due to this lack of personal connection.

The follow-up survey was conducted between September and December of 2020. A total of 104 residents responded to the survey. Many of the respondents skipped portions of the survey, whether entire questions and sections, or individual data points within questions. Using the same methodology as in the original survey, percentages were calculated based on the sample (n) of each question, rather than the 104 total surveys collected. Responses of 'Don't Know/No Answer' were considered missing data and not included in an individual question's total n.

Providing personal data was entirely optional, though a name and contact information was required to be entered into the raffle. Responses to these demographic questions were generally quite low. Of those who responded, 36% were homeowners, 57% were renters, and 8% reported that they were "staying with family or friends" in the Amani neighborhood. This distribution is similar to the respondents from the baseline survey. Length of time living in the neighborhood varied with 41% being long-time residents living in Amani for 10 or more years, and 35% living in the neighborhood for three years or less. These percentages are similar to the results of the baseline survey.

#### **Data Entry Rules for 2020 Paper Surveys**

##### **General:**

38 paper surveys were collected and manually entered.

The 2017 paper survey was used at the November 2020 turkey giveaway hosted by the Dominican Center. The survey questions for both are the same. In the optional demographic section at the end, the question about age was not included in the 2017 survey.

Respondents sometimes filled in their first name in the introductory part that was originally used by the Amani Ambassadors. These names and contact info were recorded on the spreadsheet tracking names for the raffle. Many did not have complete contact info.

##### **Rules:**

- In cases where two responses were given, a best attempt was made to determine if one was crossed out or to otherwise determine the intended answer. If it wasn't reasonably clear, the 'Don't know/No answer' selection was made.

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- If an answer was skipped, the 'Don't know/No answer' selection was made.
- If whole sections were left blank, 'Don't know/No answer' selection was made.
- If a mark was made in the space between answers, the option closest to the mark was selected.
- If the column header was circled, it was assumed that this was intended for all answers within the question.
- In one case, a respondent wrote 'NO' over all the answers. As this was impossible to interpret, this survey was not recorded.
- For Question 7, if a single word was circled, i.e. 'Secure', the answer was recorded as 'Often' and other responses were marked 'Don't Know'.

### **Observations:**

- In one case, the respondent crossed out the word 'friendly' related to conversations with police.
- For Question 7, several respondents only marked one answer, suggesting that they interpreted the question as only having one answer.
- In cases where the respondent marked 'Don't Know' with other answers mixed in, it seems possible that it was a misinterpretation of the scale instead of truly not having an opinion, but answers were always recorded as marked.

## **Appendix B: Changing the Narrative**

The communications plan below was developed by the partners during the course of the grant. It is followed by an example from local media, an article by Graham Kilmer from Urban Milwaukee reporting on the change in Amani.

### **Amani Safety Initiative Communications Plan**

#### **Who are WE?**

We are the people. We are young to old, homeowners, renters and landlords. We are Amani's Community Partners, local to national. We are faith-based organizations, community-based organizations, government agencies and businesses. We are Amani. We are Milwaukee.

#### **Our communications objectives:**

Sharing information

Changing the narrative of the neighborhood

Connecting to the revitalization plan

#### **Key Messages:**

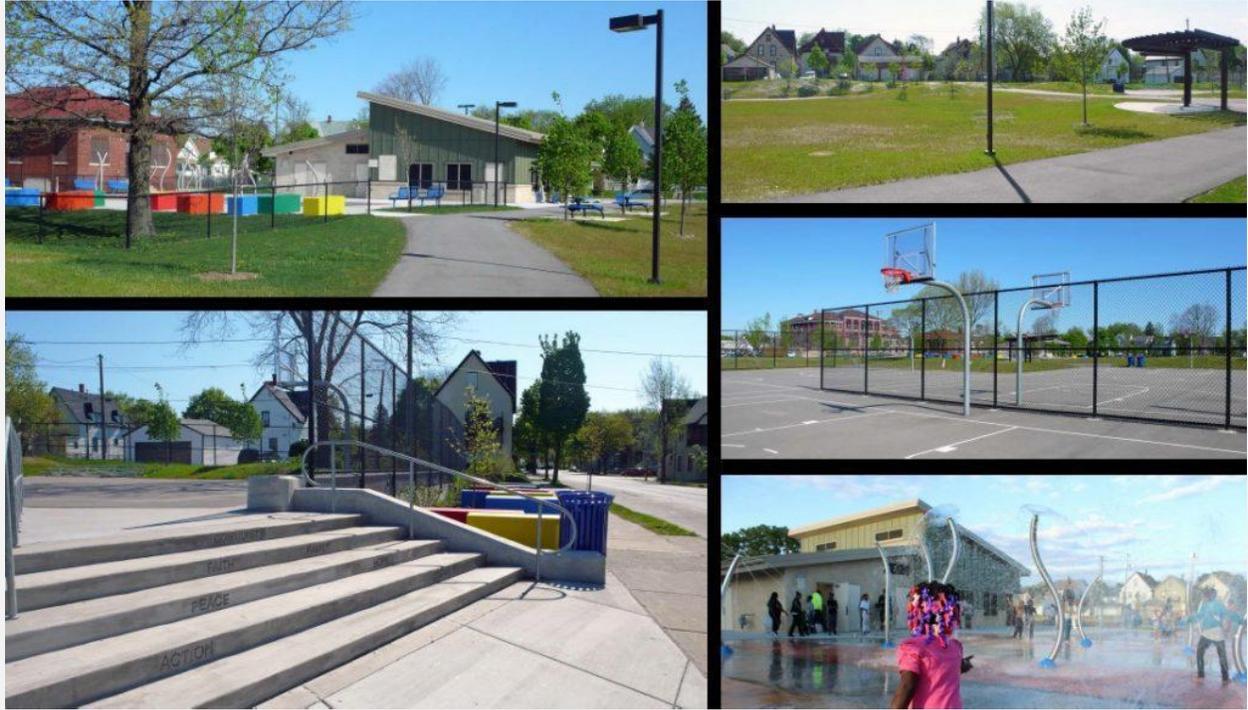
- Building on a comprehensive resident driven plan, we have made neighborhood safety our priority.
- We are a proud neighborhood with assets that ignite positive community change powered by residents and partners
- We are working together to re-write the narrative in Amani.
- Through shared information data and transparency, we strive to eliminate stereotypes and stigma about our neighborhood. We will align the perception and reality of Amani.

The Amani Safety Initiative is a participant in the Community Based Crime Reduction Initiative (CBRI) of the Department of Justice and the Amani Revitalization Plan originated under the Building Neighborhood Capacity Program and Northwestern Mutual Foundation's Neighborhood Initiative

## How the Amani Neighborhood Cut Crime

And improved life in 53206 ZIP code. Dominican Center and non-profits empowered residents.

By Graham Kilmer - Oct 22nd, 2020 10:44 am



Moody Park. Photos from the City of Milwaukee.

A new approach to community revitalization in the Amani neighborhood is letting residents lead the way, helping cut crime and creating a successful model for working on problems at the neighborhood level.

It all started with the Building Neighborhood Capacity Program, a federal program aimed at creating the community infrastructure necessary for residents to access the resources necessary for better outcomes in safety, housing, employment and education. In 2012 Amani was one of eight neighborhoods in the nation selected by the federal government to participate in the program and receive funding.

Like many parts of Milwaukee's central city, Amani was once a working-class neighborhood. The neighborhood is directly east of the 30th Street Industrial Corridor and many residents had access to manufacturing jobs in that corridor and family-supporting wages.

And like many communities that relied on industrial jobs, Amani was devastated when large employers downsized or left during the end of the 20th century. In the intervening years, Amani and the infamous 53206 zip code it sits in, became what a pair of researchers from UW-Milwaukee called a "bellwether for poverty changes in Milwaukee and nationally."

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It's also a bellwether for the city's racial disparities, as more than 90 percent of Amani's residents are Black.

A 2017 Case Study of the Amani Neighborhood by COA Youth and Family Centers, stated that between 2000 and 2012 there was a significant increase in poverty, unemployment and vacant homes. Along with this, crime was a persistent problem for the neighborhood.

When the Building Neighborhood Capacity Program began in the area 2012, the Dominican Center for Women at 2470 W. Locust St. was chosen as the anchor organization. And according to Sister **Patricia Rogers**, its executive director, the fundamental difference between this new initiative and past efforts was this one trusted resident to know what needed fixing in their own neighborhood, and also how to fix it.

The Dominican Center acts as an intermediary between outside organizations and non-profits and funding sources and the community residents and stakeholders. "But [the residents] have to name what it is and what they want solved," she said. "We get the other partners."

Fundamental to this process was Amani United, a neighborhood organization created through the federal neighborhood capacity program. The organization formed committees of residents around three issue areas to take on: Safety, Education and Family Wellbeing and Economic and Community Development. The group works with the Dominican Center and other partners to bring residents into the problem-solving process in the neighborhood.

And when you let the residents of a neighborhood lead the way, the organizations working in the community have to break down their silos and communicate better to get anything done, Rogers said. The Dominican Center has partnered with a number of organizations, like COA, LISC, Hunger Task Force, Data You Can Use, Safe and Sound, Hepatha Lutheran Church, Teens Grow Greens, and PEARLS for Teen Girls. All these organizations fit their specific services and expertise into a larger response to issues of importance to the community.

At the same time that the Dominican Center started their work through the neighborhood capacity program, COA (Children's Outing Association) started similar work through a grant from the Doris Duke Charitable Foundation. The two organizations have worked as twin-pillars of "place-based change" initiatives in Amani, which involve getting all the previously mentioned organizations to work together.

Earning the trust of the residents, who have seen social organizations and non-profits roll into the neighborhood with a certainty as to what needed to be done, took time. Rogers said it took them a whole year just to get residents to believe the project wanted them to decide what the neighborhood needed. Tackling the issue of Moody Park helped get the attention and earn the trust of neighborhood residents, she said.

The residents identified the park as an area for revitalization and the Dominican Center and other local organizations worked with stakeholders like Milwaukee County to get it done.

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This was proof that the organizations working in the community wanted the residents to take the lead on improving their community.

Something Rogers is very proud of is the neighborhood Block Ambassadors. These are people volunteering to work with organizations like the Dominican Center and Amani United to keep their neighbors informed of resources and where to access them, and also to provide feedback from the community to the Dominican Center and others. It's another example of what Rogers calls helping the residents "find their own power."

Throughout the process, one of the partner agencies that has worked with the Dominican Center and neighborhood residents is the Milwaukee Police Department. In 2016, the police department was awarded a Byrne Grant by the Department of Justice, which allowed them to build on the resident- and community-based efforts they were already partnering with in the neighborhood. What they then developed was called the Amani Safety Initiative.

In the past, "there wasn't a lot of love for police in this area," Rogers said.

District Five, where Amani is located, was the center of the rash of illegal cavity searches that ultimately led to a lawsuit against the Milwaukee Police Department.

But working within this new program and new approach, the local police managed to give the residents of Amani "a different look at policing," Rogers said. Specifically, beat cops and bike cops started interacting with residents outside of the times they were arresting one of their neighbors.

Many of Amani's residents had mistrust for police and were afraid to call them about crime in the neighborhood, because the police had in the past been "careless in their response," Rogers said. Nor had they interacted or engaged with residents.

That changed. Police officers started holding office hours at the Dominican Center. The bike cops, who were "so visible all the time all over the neighborhood," started carrying flyers explaining where residents could access resources. It's a small gesture, Rogers said, but can have a big impact.

When the police wanted to survey the neighborhood about crime and police relations, they asked the neighborhood organization if they would have their ambassadors do it. "The challenge was 'why don't you all do it.' And they did," Rogers says. "And the police came back and said 'It's the best thing we ever did.'"

The two back-to-back federal programs, which provided the resources for the new resident-focused efforts, have led to eight years where the crime rate in Amani has dropped faster than the rest of the city. Data You Can Use was one of the partners on the project. The organization has worked with the police department to track crime and worked with Amani United to relay that information back to residents. And the data shows that improving relations and engagement between police and residents can contribute to reductions in crime.

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Total crime is down, property crime is down, and violent crime is down. In Amani, there were six hotspots for violent crime identified by the police department. In all six hotspots crime is down.

And in true resident-led fashion, when Data You Can Use worked with Amani United to inform the residents of the positive drops in crime occurring throughout their neighborhood, it was residents who went door to door talking about it to their neighbors or leaving a door hanger highlighting the positive trends.

Unfortunately, one thing that hasn't gone down is reckless driving. So the residents are tackling that next. Rogers said they recently made a batch of new signs encouraging safe driving, and next week a group of residents, young and old, are going to go out in the neighborhood and put them up.

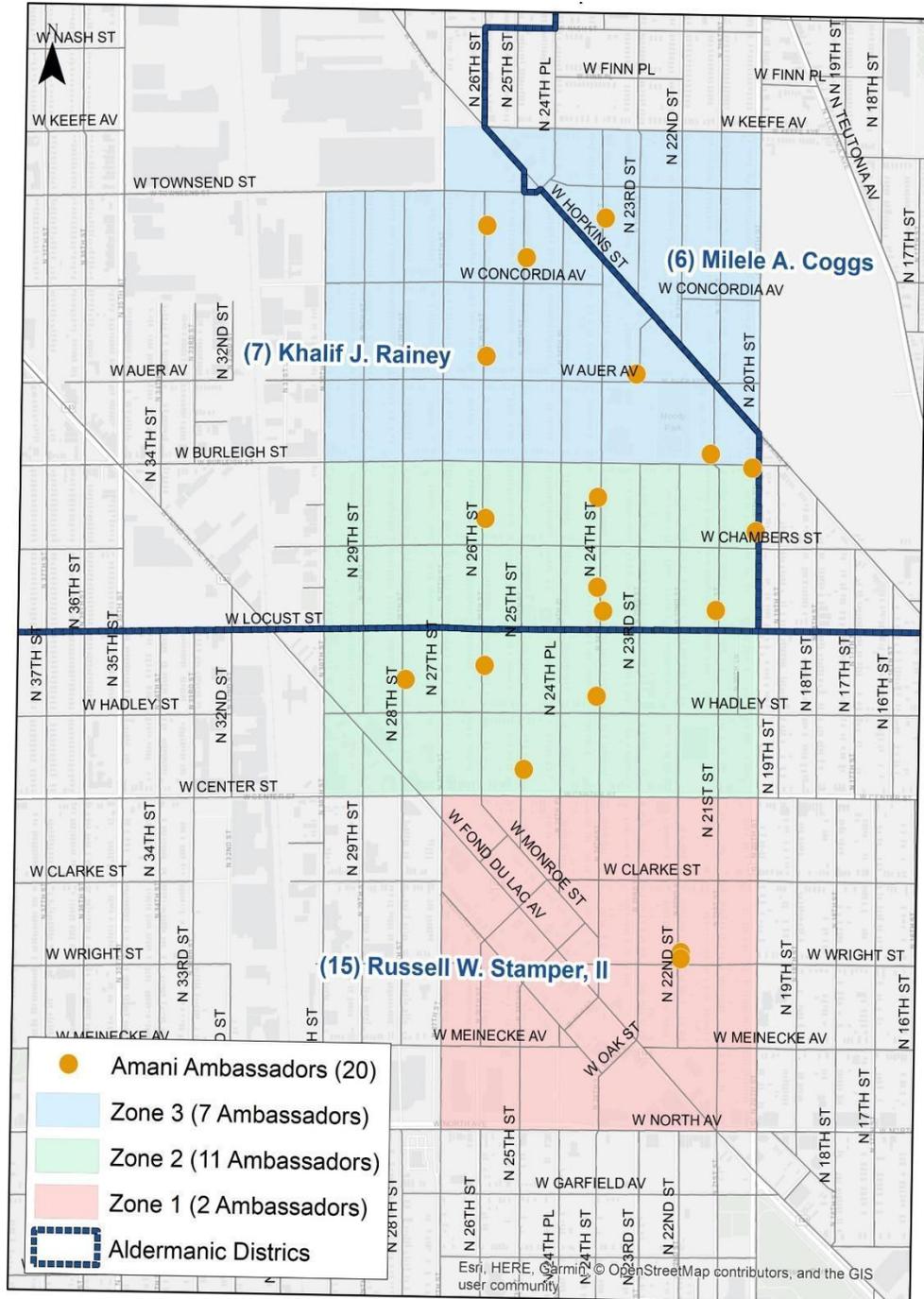
"We're just gonna keep going at it," she said.

*Graham Kilmer, [Urban Milwaukee](#), Oct. 22, 2020*

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## Appendix C- Amani Ambassadors and Aldermanic Districts

This is a point in time depiction of Amani Ambassador distribution. The goal is to create 60 block ambassadors. The neighborhood is divided into three aldermanic districts. Please note that there may be multiple dots at the same location (e.g., same address) and therefore aggregated dots will not equal the total. Prepared by Data You Can Use 01.27.2020



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### Appendix D. For More Information...

This report will be shared on the websites of partners and presented to interested residents and other partners and funders. Results and lessons learned will be summarized on doorhangers and distributed to residents throughout the Amani neighborhood. If you would like more information about the report, please contact any member of the Governance Team.

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For more information on what you can do to strengthen the Amani neighborhood, please contact Jerusa Johnson at the Dominican Center (414) 444-9930 or [jerusa@dominican-center.org](mailto:jerusa@dominican-center.org)