

Byrne Criminal Justice Innovation (BCJI) Research Report and Implementation Plan

Submitted by:

City of Huntington, West Virginia
Huntington Police Department (HPD)

Jewel City Junction, Inc.

Downtown Revitalization Corporation

*Linking Crime Reduction and Community Revitalization in the
Heart of Old Main Corridor*

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Planning Process and Methods

The Planning Process

The BCJI Planning grant was awarded to the Huntington Police Department to support a research and planning process and develop an implementation plan for addressing crime and catalyzing community development and economic revitalization in the Downtown area of the city designated as District 3. The target area of the BCJI project (District 3 of the City of Huntington) encompasses an area between the Ohio River waterfront and 7th Avenue and extends to the Marshall University campus to the East and to residential areas of the city to the West. A map of this area is included as Attachment 1.

Upon receipt of the BCJI Planning Grant, the Huntington Police Department established a broad-based and representative group to oversee the planning process. This group, known as the BCJI Cross-Sector Partnership (Partnership), was convened in October of 2014. The Partnership was formed to guide the planning process and ensure the successful completion of key project activities and achievement of desired outcomes. The Partnership consists of individuals representing various and diverse stakeholders in the City of Huntington including representatives from key sectors of the community including law enforcement, city government, Marshall University, the faith community, Downtown business owners, citizen groups, transportation services, and social services. The Cross-Sector Partnership membership list is included as Attachment 2.

The Partnership developed and adopted the following vision and mission for the project:

Vision Statement

Downtown Huntington will be renowned for its commitment and efforts with regard to fostering reduced crime rates, community engagement, environmental accountability, cleanliness, pedestrian-friendly transportation, business growth and development, and collaborative partnerships to make this a community of choice for living, working, and leisure.

Mission Statement

The mission of the Byrne Criminal Justice Innovation Program (BCJI) Cross-Sector Partnership is to provide leadership, commitment, and resources for developing place-based strategies and community partnerships to reduce crime, create opportunities for economic development, revitalize infrastructure, and remove barriers to future growth.

Partnership members also discussed the core values that should shape the BCJI project and adopted the following values statement to guide their work:

We are committed to a transparent, thoughtful, collaborative partnership to implement innovative and realistic solutions for community safety and improvement.

The Partnership discussed the planning process and methodologies for securing needed information at their initial meeting held in October of 2015 and decided on a comprehensive planning strategy which included:

- A review of the relevant literature related to best practices in crime prevention.
- An analysis of crime statistics data sets over the past ten years.
- Broad community engagement strategies designed to involve community residents in the planning process and solicit community opinion about crime in the Downtown Huntington area.
 - Interviews of key informants familiar with community conditions in the Downtown area.
 - Facilitated group discussions with a diversity of constituencies.
 - Surveys of business owners and residents of the City of Huntington about their perceptions of crime in District 3 and suggestions for steps that might reduce crime in the Downtown area.
 - A community event (#1100 BAM) where community members were asked a series of questions through a *Street Speaks* survey to help inform the planning process.

Research partners were enlisted by the Partnership to assist with data gathering and analysis. The Marshall University Center for Business and Economic Research (CBER) was charged with conducting the best practices review of the literature, preparing a statistical analysis of crime “hot spots” within District 3 of the city, and creating and tabulating responses from surveys of Downtown business owners and residents. *Collective Impact, LLC*, a private consulting firm with experience in a wide range of organizational and community development capacity building areas was also engaged to assist the Partnership in carrying out a range of stakeholder involvement activities including: a “*Street Speaks*” survey of residents attending a Downtown event (#1100BAM), stakeholder discussion sessions with key constituencies in the Downtown target area, and interviews with key informants identified by the Partnership.

Description of Research Methodology and Stakeholder Involvement Activities

Research and Analysis of Secondary Data Sets

Best Practices - Review of the Literature

The Center for Business and Economic Research at Marshall University (CBER) conducted a literature review of crime prevention strategies applicable to Huntington District 3 and submitted a report to the Partnership in September of 2015. The review examines a number of crime prevention strategies and also looks at successful efforts in cities similar to Huntington. The Literature Review of Crime Prevention Strategies report is contained in the document titled Crime Statistics Analysis and Research for the City of Huntington included as Attachment 3.

Crime Trends 2004-2014 and Hot Spot Analysis

A trends analysis conducted by CBER was provided to the Partnership for review. The trends analysis examines changes in incidence of different types of crime within District 3 over the ten year period 2004-2014.

CBER also provided an analysis of the location of various types of property and violent crimes within the targeted area over a ten year period. This “Hot Spot” analysis was based on location of crime incidents. A Nearest Neighbor Hierarchical (NNH) analysis identified clusters of incidents within the district. Additionally, crime locations were aggregated into census blocks for analysis. The relative range of standard deviation of crime density (incidents/km²) was used to illustrate which particular blocks within District 3 (the target area) have higher or lower incidents of crime based on their physical size, compared to all blocks within the District. The report on Crime Incident and Hot Spot Analysis is contained in the document titled Crime Statistics Analysis and Research for the City of Huntington included as Attachment 3.

Community Engagement Activities

#1100 BAM (Build a Better Block)

In order to engage a broad range of local residents, students, and businesses in the BCJI planning phase the Partnership held a “build a better block event” in May of 2015 in the Downtown area (1100 block of 4th Avenue). The #1100BAM was designed to attract people to the Downtown area with food, music and other activities and people attending were asked a series a questions to get their input and ideas about issues related to crime in the Downtown area and suggestions about what should be done to reduce crime. Through a process called *Street Speaks*, community input was secured from people attending the community event. Responses to a short, open ended survey were collected at the street-level by facilitators that were recruited and trained by *Collective Impact*. The purpose of the *Street Speaks* survey was to obtain information from the general public that would otherwise not be available through review of secondary data sets or other stakeholder engagement processes such as community/stakeholder discussions or key informant interviews.

Street Speaks surveys were completed with 213 people. Participants were nearly evenly divided by gender – 95 female and 117 male (the gender of one survey participant was not recorded). All persons surveyed were adults. Older adults (estimated age over 50 yrs.) comprised 22% of the sample (47 people) and the remainder of the people participating in the *Street Speaks* surveys were younger adults estimated to be under age 50 yrs. The *Street Speaks* process was well received. *Street Speaks* surveyors reported: “Citizens were waiting in line to offer their suggestions and opinions and some actively sought out the facilitators in order to offer their thoughts and concerns.”

A summary report on the *Street Speaks* survey findings was prepared for review by the Partnership in June of 2015 and is included as Attachment 4.

Interviews of Key Informants

The Partnership identified ten (10) persons who would have a diversity of perspective and knowledge of crime in the Downtown target area. Each of these key informants were interviewed by a member of the Collective Impact consultant team during February and March of 2015. The key informants were asked to respond to a series of thirteen questions making up the interview protocol. Interviewee responses were recorded by the consultant conducting the interviews and a summary report was developed provided to the partnership for review in April of 2015. The key informant interview protocol is included as Attachment 5 and the interview report is included as Attachment 6.

Stakeholder Discussions

Stakeholder discussions were held with five distinct groups of stakeholders including:

- Business owners – 11 participants
- Faith-based community – 14 participants
- Marshall University faculty, staff and students – 11 participants
- Non-profit and Governmental agency representatives – 11 participants
- People experiencing homelessness – 10 participants

Participants in all stakeholder discussion sessions were asked to consider eight (8) questions. These questions provided a common structure and context for each of the facilitated sessions.

1. *What is your vision for Huntington's future?*
2. *What are the major strengths/assets of Downtown Huntington?*
3. *What are the major challenges/weaknesses of Downtown Huntington?*
4. *Do you feel safe when you come to Downtown Huntington?*
5. *What types of crime in Huntington concerns you the most?*
6. *Where does most crime happen in the City of Huntington?*
7. *What is one thing your particular stakeholder group (business community, faith based community, etc.) could do that might significantly reduce crime in Downtown Huntington?*
8. *What is one thing your particular stakeholder group (business community, faith-based community, etc.) could do that might significantly increase business development in Downtown Huntington?*

The verbatim responses (raw data) to the discussion questions were compiled for each of the stakeholder groups and provided to a Collective Impact team member who analyzed the data to identify common themes and findings across the stakeholder discussions, as well as any notable differences in the discussions from one type of stakeholder to another. A summary report of findings from the stakeholder groups was prepared and submitted to the Partnership in July of 2015. The report on stakeholder discussions is provided as Attachment 7.

Survey of Business and Resident Perceptions of Crime in Downtown Huntington

Two surveys, one for business owners and a second survey for residents, were designed to elicit perceptions of crime and safety in Downtown Huntington (District 3). Respondents were asked to compare their sense of criminal activity and drug use in the Downtown area now versus one year ago. The surveys also provide feedback on what strategies citizens consider effective for reducing crime and promoting economic development of the Downtown area. A total of 178 business owners completed the business survey and 2,173 community residents submitted a response to the resident survey. The survey was delivered electronically using Survey Monkey beginning the first week of May 2015. The survey remained open until July 10, 2015.

A presentation on the survey findings was delivered at the Partnership meeting held July 30, 2015; and a narrative summary report of key findings from both the business and resident surveys was provided to the partnership in August of 2015. The complete survey responses were also provided as Excel files. The summary report of key findings is provided as Attachment 8.

Community members have been kept informed about BCJI planning through the stakeholder engagement activities and in particular through the #1100 BAM community event. There have been various articles written in the local newspapers – the Herald Dispatch, Huntington Online and the Marshall University Student Newspaper – The Parthenon designed to promote all stakeholder activities and events. Three local television news stations also broadcast stories about the BCJI planning effort and stakeholder activities and events.

Social media (Facebook, Twitter and Instagram) were used extensively to promote the project and its related activities and events including the posting of the resident and business surveys. In addition, local partners such as the City of Huntington, Create Huntington, the Chamber of Commerce, Huntington Downtown Partners, and others assisted with promotion of the project and stakeholder involvement activities and events on their respective websites and social media sites.

Findings from the Research, Data Analysis and Stakeholder Engagement

Hot Spot Findings

Analysis of available crime statistics conducted by the Center for Business and Economic Research at Marshall University (CBER) provides support for targeting District 3 (Downtown area). Per capita incidents of violent crime is 10.54 per 1,000 residents in the Downtown area defined by District 3 while the rate of violent crime for the remainder of the city is 4.14 incidents per 1,000 residents. Property crimes are twice as prevalent in the Downtown area. The property crime rate in the Downtown district is 80.59 per 1,000 residents and the rate in the rest of Huntington is 46.67 incidents per 1,000 residents. Part II crimes Downtown are more than twice as prevalent as in the remainder of the city. The rate for Part II crime is 80.59 per 1,000 residents Downtown and 60.50 per 1,000 in other parts of Huntington.

The Hot Spot Analysis further identifies specific areas within the Downtown area (District 3) that are considered to be hot spots for different types of crime. A “hot spot” is defined as census blocks as defined by the U S Bureau of the Census where the crime density exceeds one (1) standard deviation from the norm (average) of the crime density of the entire target area. Because of variation in the size of census blocks within District 3, the density of crime incidents was calculated to normalize the measurement of occurrence by block. The standard deviation of density is shown to illustrate more clearly which blocks have higher or lower incidents of crime based on their physical size, compared to all blocks within the District. See Attachment 3 for details related to hot spot methodology and findings. Based on this statistical analysis, the CBER analysis states: “Violent crimes appear most prominent along 4th Avenue towards the eastern portion of District 3 while property crimes are more dispersed.”

In order to identify areas within District 3 that would benefit from environmental design improvements, properties considered to be in excellent condition were correlated with crime density statistics. This analysis identifies a weak negative correlation between property condition and crime density for most major types of crime. For property crimes, these weak correlations may be due to the fact that blocks with the highest concentration of incidents, mostly larceny, contain grocery and convenience stores, and are blocks where the majority of properties were deemed to be in excellent condition. Violent crimes are more negatively correlated, although still weakly, with property condition.

In order to further examine crime “hot spots” within the Downtown area, Nearest Neighbor Hierarchical Analysis (NNH) was used. This analysis resulted in identification of violent crime hot spots located along 4th Avenue toward the eastern portion of District 3. Based on the NNH analysis, Part I property crime is concentrated just south of 5th Avenue on the western side of the district and just west of Hal Greer Blvd.

The trends analysis indicates an overall increase in levels of crime within the Downtown area over the period 2009 to 2014. Property crimes increased by 6% during the period and violent crime increased by 21%. Within the target area (District 3) auto theft and burglary decreased over the 5 year period while the incidence of larceny was primarily responsible for the increase in property crimes. Assaults increased three-fold from 2004 to 2014, while the incidence of other violent crimes in District 3 tended to decrease.

The “Hot Spot” analysis and trends analysis conducted by CBER is generally consistent with a recent Community Assessment and Education to Promote Behavioral Health Planning and Evaluation (*CAPE2*) statistical analysis of criminal activity in Huntington conducted by the Huntington Police Department. The purpose of the *CAPE2* project was to use local data to develop an early warning system around a community behavioral health issue. The idea behind early warning systems is that improved publicity, awareness, and education promote earlier detection, which can lead to prevention or early intervention. The behavioral health issue focused on in this study was substance abuse. This study compared a number of variables influencing crime in the ten neighborhoods of the city and found the highest rates of both violent and property offenses to be in the Downtown neighborhood.

The analysis of available data is also consistent with community observations and perceptions about crime in the Downtown area. The report on the Survey of Business and Resident Perceptions of Crime in Downtown Huntington prepared by CBER in August, of 2015 indicates 78% of those responding have either experienced some type of criminal incident in the Downtown area themselves or know someone who has. When the data was sorted by persons who live in District 3 and by students who attend classes in the district, 89% of the District 3 residents and 85% of the students said they had either experienced some type of criminal incident in the Downtown area themselves or know someone who has. The issues survey respondents are most concerned with are personal safety (1,085 responses), being robbed or assaulted (945 responses), and theft of vehicle or from a vehicle (911 responses).

Survey responses are also consistent with the analysis of data related to trends in crime during the period 2009-2014. Residents tend to perceive an increasing level of criminal activity in District 3. Half (49.9%) of all survey respondents said they feel the level of crime in Downtown Huntington has increased during the past year while only 7.7% said they feel crime has decreased. 42.4% tend to think the level of crime has remained about the same. Respondents also tend to think the level of crime is higher in the targeted Downtown area – 41.4% believe the crime rate is higher Downtown than in the city as a whole, 42.2% think it is about the same, and 16.5% think it is lower. Survey responses from business owners located in District 3 indicate 60.8% have experienced a criminal incident and 51.6% said they think the level of crime in the Downtown area has increased in the last year. 68.8% of these business owners indicate they believe the level of drug-related activity has increased during the last year in the Downtown area.

Among the 146 persons completing the “Street Speaks” survey during the #1100 BAM event, 42% said the Downtown area is where “most crime happens” in the city. Less than 22% of the respondents chose any other part of the city where they believe “most crime happens”. Many participants in discussion groups also tend to believe there is a lot of crime in the city in the Downtown area. Two specific areas “hot spots” identified by discussion group participants are (1) the bars on 4th avenue, and (2) the riverfront area. These perceptions are consistent with CBER’s Hot Spot analysis of the data.

Key informants interviewed have a somewhat different perspective on crime in the Downtown area. Some interviewees talked about what they considered to be nuisance crimes and some mentioned panhandling and drug-related activity; however, the general consensus was that the Downtown area does not have a disproportionate amount of criminal activity. Interviewees connected to the criminal justice system who have an “inside view”, indicated they believe there may be some prostitution being traded for drugs and a somewhat higher rate of small crimes such as petit larceny and occasional violence linked to bars.

The key informants had mixed perceptions of the Downtown area. Some of the interviewees had only good things to say about their Downtown experiences:

- “I own a business Downtown and spend about 15 hours a week in the downtown area. I really like it.”
- “I have an office Downtown in Pullman Square. My experiences are very positive because of the development that has been going on there.”

Other interviewees seem to have a less favorable impression of the Downtown area:

- “I have seen an increase in crime. The police are very responsible to our needs (but) crime is worse than ever.”
- “I work (and live) Downtown. I wish I could walk to work but there is no safe path.”
- “There is nothing Downtown to attract me. I grew up in Downtown Huntington. As a child there were many things to do and many reasons to go.”

Drivers of Crime

The predominant theme across all stakeholder engagement activities is that the primary driver of crime in the Downtown area (District 3) is drug-related activity. Drug-related crime is by far the most frequently mentioned type of crime when people participating in the five stakeholder discussions held as part of the data gathering process were asked to talk about the types of crime that concern them the most. Drug trafficking, street dealers, and drug-related property crimes were all mentioned frequently across all the discussions.

61.4% of the 1,780 survey respondents who expressed an opinion about the “most likely driver of crime” in the Downtown area said crime was driven by drugs. Other opinions about the drivers of criminal activity included lack of jobs (13% of respondents) and lack of enforcement (11.2%). Based on the survey results, people also believe drug-related activity in Downtown Huntington is increasing – 71% feel the level of drug activity has increased during the last year. This anecdotal evidence is supported by the statistical analysis recently completed by the Huntington Police Department (*CAPE2* study) which documents high rates of trafficking/selling, drug seizures, and prostitution in the Downtown area as compared to other neighborhoods in Huntington.

Community perception about crime in Downtown Huntington is that crime is almost exclusively due to drug-related activity and transients from larger Midwestern cities who make their way to Huntington to sell drugs, engage in prostitution and panhandle. Several of the key informants interviewed expressed the belief that transients may be attracted to Huntington due to the city having a reputation for high quality and accessible social services and supports. There appears to be a perception that many transients come from larger cities like Columbus, Indianapolis, and Detroit. Transient drug dealers were cited by several people interviewed as a particular problem.

The City of Huntington is experiencing significant physical, social and financial impacts from the escalating drug epidemic. In total, there were at least 944 overdoses in Cabell County (where the majority of the City of Huntington is located) in 2015 for an average of 2.58 overdoses per day. The youngest overdose was 12 years old and the oldest was 78 years old. Approximately 82% or 774 of these overdoses have occurred in the City of Huntington. Of the 944 overdoses in Cabell County, during 2015, 70 of those resulted in the death of the individual. Approximately 95% of those deaths were related to heroin or other opiates. Specifically, the City of Huntington is experiencing 121 deaths per 100,000 people per year due to overdoses. This is compared to 33.5 overdose deaths per 100,000 people in West Virginia and 13 deaths per 100,000 people nationally.

There is general consensus across all stakeholder groups and a lot of anecdotal evidence that support the hypothesis that drugs and addiction are the primary drivers of crime. Huntington Chief of Police, Joe Ciccarelli stated *“all law enforcement in our area would agree that 85-90% of all crime is driven by drugs and addiction.”* The following statistics and inferences support this hypothesis:

- The top three (3) issues the HDP received calls for in 2015 were drugs, prostitution and panhandling, most all of which are linked directly to addiction.
- Robbery was up 42% in 2015 with most incidents having a connection to drugs and addiction (rise in thefts to pay for drug addictions).
- 70 – 80% of theft in 2015 was directly connected to drugs and addiction.
- Out of the total arrests in 2015 (4,600), 1,100 were drug arrests specifically related to drugs. It is the consensus among HPD officers that many more of the arrests made were related to drug addiction, but since no drugs were involved in the actual crime, it is not considered “drug related.”
- Prostitution arrests almost doubled from 2014 to 2015 almost 100% of the people who prostitute due so to fund their drug addiction.
- Out of over 500 DUI arrests in 2015, 60-65% were non-alcoholic, meaning the arrestee was under the influence of drugs.

The perception of the law enforcement community is consistent with both the crime incidence data and larger community perception. The link between drug addictions being a driver of crime is a priority area identified for further research as implementation of our strategies progress. Law enforcement believes the Downtown area of the city has the highest amount of property and violent crime. The Huntington Police Department further reports that the higher incidence of crime in the Downtown area has been an increasing issue for at least the past six years. In 2015, 31 out of 144 of robberies (21.5%) occurred in the downtown area.

Reentry patterns also support plans to focus crime prevention and development efforts on the Downtown area of Huntington. Data from the Law Enforcement Notification System for Federal

Probation for 2013 and 2014 suggests that 17.39% of individuals reentering into Huntington do so in the Downtown area (district 3) while 82.61% enter into other parts of the City. Almost 20% reenter into this one district as opposed to all of the other eight (8) districts in Huntington combined.

Spatial and temporal issues affecting crime were examined through the crime analysis document prepared by CBER. See Attachment 3.

- “Per Capita Crime” shown in Table 1 of the CBER report speaks to the big picture spatial aspects of this study because it shows that the incidence of crime in District 3 is higher per area resident compared to the balance of Huntington. This is true for almost every category of crime. The incidence of crime in District 3 is often 2 or 3 times higher per capita.
- Tables 2 and 3 – “short and long-term change” speaks to the temporal nature of crime as it compares 2004, 2013 and 2014 crime data both for District 3 and the balance of Huntington.
- The hot spots maps included in the CBER report that show clusters, or block-level incidents addressing spatial information and these findings were previously discussed under the section titled Hot Spot Analysis.
- Although comprehensive data about drug-related crime in the Downtown area is not available, police perception related to drug related crime is that there has always been some level of crime directly resulting from drug trafficking and drug abuse but the HPD believes these issues became much more prevalent around 2001-2003. Current qualitative information collected from both police officers and community residents support the general community perception that much of the crime in the Downtown area is driven by drugs.

Environmental Issues and Contextual Factors

The targeted Downtown area of the city is composed of a mix of tastefully developed areas and empty, dilapidated buildings. The area has several good restaurants, a wide diversity of business establishments, professional offices, social service agencies, and some developed housing in upper floors of multi-story buildings. The Pullman Square development is focal point for the Downtown area and there has been some development of the Ohio Riverfront area which is within the central part of District 3. The Marshall University campus extends into the eastern parts of District 3 and the western part of the district is the entry way into residential neighborhoods.

There are also many empty storefronts and vacant multi-story buildings in need of development. Panhandlers and transient populations tend to gravitate to the Downtown area and drug trafficking is a particular concern of both business owners and city residents.

Business owners, residents, university students, city government officials, and other constituencies all talked about their desire to see the Downtown area further developed in order to effectively address the issues related drugs and crime. Some of the frequently mentioned suggestions included further development of the Old Main Corridor (4th Avenue) with entertainment venues and attractions, cleaning up the area and making it more attractive, additional housing as empty Downtown buildings are re-purposed, green spaces, lighting, and a range of interesting business and shops. A greater connectivity with the Marshall campus was also mentioned particularly by students and faculty members.

Both the survey respondents and discussion group participants identified the Riverfront, the Pullman Square Development, and Marshall University as the major assets within the Downtown area. Other strengths and assets identified included the potential walkability of the area, architectural features, historical properties, and green spaces.

When community residents were asked what strategies would reduce crime and drug activity in the Downtown Huntington area, 85% of the 1,600 community residents surveyed indicated they thought four strategies would be effective or very effective. These four strategies are:

- Development of vacant properties,
- Adding and fixing street lighting,
- Focused enforcement efforts on drug sellers, and
- Code enforcement for abandoned/dilapidated properties.

The same four strategies were identified as effective or very effective by 86% of the business owners surveyed and when survey responses were filtered to include only university students or residents of the targeted Downtown area, these four strategies consistently emerged as those that would be the most effective in reducing crime and drug activity.

Implementation Plan

In order to address the issues identified through the planning process and carry out a broad range of initiatives and strategies critical to Huntington's safety, health and development, the Cross Sector Partnership will establish **Jewel City Junction, Inc. (The Junction)**. The Junction is a proposed Downtown Revitalization Corporation which will focus on crime reduction and revitalization of the Downtown (District 3) area of the city. The Junction will be a public-private partnership established as a 501 (c)(3) organization with original incorporators coming from the existing BCJI Cross-Sector Partnership. The Junction Board of Directors will be made up of key persons who have been involved in the BCJI planning process. The corporation will employ fulltime staff and provide the ongoing governance structure, staff resources and a citizen advisory board necessary to address the issues, concerns and opportunities that have been identified through the BCJI planning phase. The Jewel City Junction, Inc. headquarters will be located in the center of the Downtown District 3 Target area. It is anticipated that an existing vacant building will be repurposed to accommodate the needs of The Junction and will also house The Center for Community Policing (Huntington Police Department satellite station), retail space and affordable/mixed housing units. The Junction will focus on a range of data-driven, cross-sector strategies and initiatives to address issues related to crime reduction and community revitalization in the Downtown area.

Proposed Strategies

Phase 1 and 2 strategies to be carried out by Jewel City Junction, Inc. (The Junction) would include:

Phase 1 (1-3 years)

Strategy: Establish The Junction Headquarters, Center for Community Policing and affordable/mixed income housing units in the central Downtown area.

Purpose: A physical location for Jewel City Junction, Inc., The Center for Community Policing and affordable housing units within the central Downtown area with a focus on community development, crime reduction and increased targeted police presence in District 3.

Proposed Action:

- ✓ Purchase and renovate a currently vacant building in the Downtown District 3 area.
- ✓ Establish The Junction Headquarters, a police satellite office and affordable/mixed income housing.
- ✓ Hire additional police officer to focus on the Downtown target area.
- ✓ Increase community/hot stop policing and police presence (foot, bike, K9) in the targeted downtown area.
- ✓ Develop retail/work space that can be rented to entrepreneurs and serve as a hub for tactical urbanism/pop-up venture efforts.
- ✓ Redevelop upper floors into affordable/mixed income apartments in order to provide housing for students, artists, musicians, homeless, re-entry populations, etc. and provide for an ongoing income stream to support The Junction’s work.
- ✓ Provide for community space on top of building including a rooftop garden and vegetarian restaurant to promote healthy eating/lifestyles in the community.



Strategy: Provide and coordinate training, outreach and capacity building to support community revitalization and address issues related to drug use, abuse, and addiction.

Purpose: Sustaining the effort over the long term will require meaningful citizen engagement, community building, and the provision and coordination of training and support services for resident and transient populations in need (addicted, reentry, veterans, homeless, and others).

- ✓ Provide Mental Health First Aid (MHFA) training with a focus on “substance abuse” for first responders, businesses, non-profit organizations, governmental agencies, Marshall faculty/staff/students, Huntington residents, and all interested parties in order to combat drug use, abuse, and addiction in Downtown Huntington.
- ✓ Implement Treatment Accountability for Safer Communities (TASC).

- ✓ Establish and support an ongoing Citizen Advisory Board based on the SARA (Scanning-Analysis-Response-Assessment) model.
- ✓ Coordinate training and support for specific target populations and/or issues (re-entry, veterans, youth, homeless, panhandlers, job training, retraining, and education, etc.)
- ✓ Strengthen and support Create Huntington, Inc. in its mission of citizen engagement and community mobilization.

Strategy: Establish and Support an Intergovernmental Community Code Team in order to promote economic development through (a) code enforcement and (b) long term improvement and enforcement of regulations/policies.

Purpose: Address nuisance and derelict properties where multiple problems exist that cannot be handled by a single agency. With representatives from Code Enforcement, the Police Department, Animal Control, Social Services, Fire-EMS and Building Inspections, the Code Team will be uniquely equipped to pursue remedies to situations where there is a mixture of building maintenance or fire code violations, eyesores, illegal activities, unauthorized business activity and/or sub-standard housing.

Proposed Action:

- ✓ Establish the Code Team through a partnership between The Junction and city government.
- ✓ Inventory vacant buildings and problem properties.
- ✓ Triage properties within categories in order to direct to resources to reduce vacancy and encourage redevelopment
 - Active and being used – reward
 - Available and ready – market
 - Need repair – code enforcement/regulate/fundraise
 - Unable to repair – salvage/deconstruct/demo
 - Develop process for each type of property in Downtown district 3
- EXAMPLES: (<http://www.nola.gov/code-enforcement/fighting-blight/>)
(<http://blightstatus.nola.gov/>)
- ✓ Publicize work of the Code Team and encourage referrals to the team from the participating entities as well as citizens and neighborhood groups.
- ✓ Work with the Land Bank and City Attorney to bring the owners of identified properties to court and enforce compliance with applicable city codes.
- ✓ Review and revise zoning ordinances in targeted areas to strengthen the city’s ability to address abandoned and dilapidated properties.
- ✓ Revise zoning ordinances in targeted areas to streamline the regulatory process and establish an environment that encourages development.
- ✓ Investigate long term opportunities for securing financial resources including:
 - Business Improvement district
 - Historic Preservation District
 - Grants/Funds to partner
 - Leverage other funding resources to target place based problems

Phase 2 (2-5 years and beyond)

Strategy: Provide ongoing community revitalization and economic development activities within Downtown Huntington.

Purpose: *To sustain Jewel City Junction, Inc. and expand revitalization and development activities in the District 3 target area.*

Proposed Action:

- ✓ Ongoing and continual revitalization of Downtown properties, with particular focus on Old Main Corridor (4th Avenue) and immediate surrounding areas.
- ✓ Enlist local higher education entities (Marshall University, Mountwest Community and Technical College (MCTC) and Huntington Junior Business College) in efforts using a hybrid commercialization and technology transfer approach.
- ✓ Establish Public/Private partnerships between higher education entities, City of Huntington, investors, donors, developers, etc.

Possible future development projects might include:

- a. **The Junction Innovation Performance Park** - in the 1100 block of 4th Avenue – to build upon the momentum established through the #1100 BAM community event. - Proposed Action:



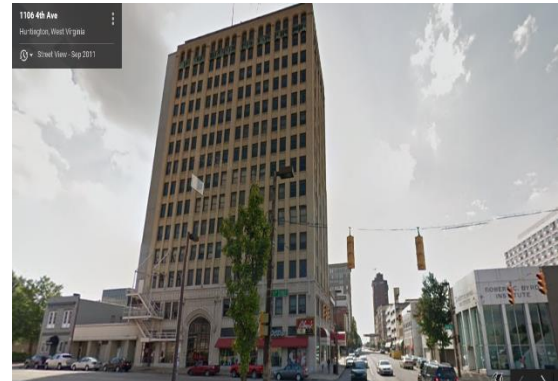
- ✓ Secure donated land or purchase the land if necessary as a location for The Junction Innovation Performance Park.
- ✓ Secure some donated materials by local entities such as WV Steel and/or Coalfield Development Corporation deconstruction of former small/medium sized warehouse in City.
- ✓ Develop water features generated and run with storm water as a way to demonstrate use of storm water management practices.
- ✓ Develop a Rain Garden to address regular Downtown storm water flooding.
- ✓ Provide for electric generation from solar power.
- ✓ Develop green spaces/picnic area, recreational pavilion, etc.
- ✓ Include innovative features – cell-phone charging via solar, sound effects, tactile experiences, etc.
- ✓ Develop “performance stage/s” and exhibit areas in the park and on 1100 block.
- ✓ Include vendor and exhibit space in the Park and on 1100 block of 4th Avenue.
 - Example [Marks Carts](#) and [Bill’s Beer Garden](#) in Ann Arbor
 - <http://www.markscarts.com/about/>
 - <http://www.billsbeergarden.com/>

- ✓ Provide a community gathering location for students, artists, faith-based, businesses, etc. - a location to innovate, engage and transform the community.
- ✓ Enlist university students in commercialization transfer to run the park - scheduling, coordination of events/volunteers, fund raising efforts, grounds clean-up, etc.
- ✓ Establish park as a legacy for potential donors in naming water features, statues, unique art displays, etc. in their name and/or family name.
- ✓ Encourage civic art on the walls of adjacent buildings. This is a possible area for partnership with Marshall University Visual Arts Center which is located off campus in a recently repurposed six-story historical property in the Downtown target area.

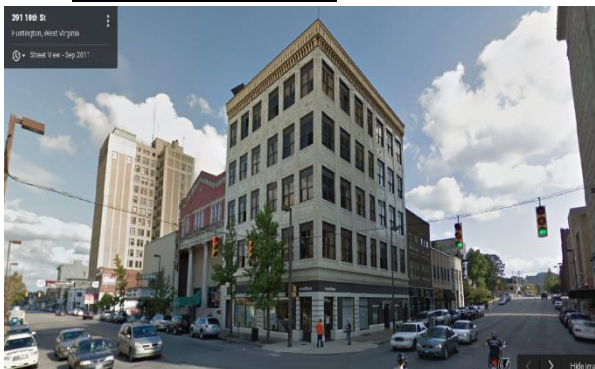


b. **The Junction Innovation Tower** at 401 11th Street (former Coal Exchange Building) - **Proposed Action:**

- ✓ Acquire vacant 13-story building in the center of the Downtown target area
- ✓ Create a town-and-gown (Higher Education and City of Huntington), technology transfer/commercialization, innovation incubator.
- ✓ Includes student and professional housing, laboratories, studios, conference rooms, learning pods, business equipment, commercial kitchen, high-speed internet, co-work/makers-space for capacity building of the trade industry, support staff, roof top golf/recreational features, outside climbing wall, café/pub, etc.



c. **John Marshall Inn** at 401 10th Street - **Proposed Action:**



- ✓ Acquire vacant 5-story building in the center of the Downtown target area.
- ✓ Develop Huntington WV’s premier boutique hotel managed and staffed by local higher education students and/or graduates.
- ✓ Design using Marshall University theme to attract visiting professors, lecturers, alumni, etc.
- ✓ Includes overnight accommodations, roof top gym/spa features, ground floor café/lounge, etc.

Evidence/Research Base to Support Proposed Strategies

In addition to providing for an ongoing management structure for implementation of a range of strategies identified through the stakeholder engagement process of the BCJI planning phase, a

Downtown Revitalization Corporation (DRC) model is consistent with the available research related to a crime prevention through environmental design (CPTED) approach. The Bureau for Justice Assistance has concluded:

“...systematic reviews of CPTED evaluation studies as well as results from individual studies provide preliminary evidence that implementing CPTED strategies does impact crime. Overall, the evidence currently available on the effectiveness of CPTED indicates that these strategies are promising although more rigorous evaluations are needed to show more clearly how and why these strategies work.”

Some of the specific strategies to be carried out through the proposed Jewel City Junction, Inc. such as improved street lighting and addressing abandoned or dilapidated buildings are also rooted in research and best practice recommendations related to crime reduction. According to the Center for Problem-Oriented Policing “improved street lighting is widely thought to be an effective means of preventing crime, second in importance only to increased police presence.”

The BCJI planning process has also brought into focus how crime tends to increase in areas where eyesores and nuisances go unchecked. The revision/enforcement of building codes and city ordinances can be a valuable asset toward cleaning up problem properties that degrade neighborhood quality and promote crime. The CBER literature review cites a document prepared for the United States Conference of Mayors which identifies a number of best practices related to dealing with vacant properties in cities including:

- Create an ordinance that defines a vacant structure or building and details the obligations of owners of vacant or abandoned buildings.
- Involve building and safety management staff members with counterparts in other major cities at the national level in efforts to provide uniform and more constant code and ordinance enforcement.
- Put in place a housing receivership law that applies to egregious properties with a long history of code violations and public safety complaints.
- Adopt an urban land use plan that requires property owners to develop their property in accordance and allows the city to acquire property at fair market value when land owners are unable or unwilling to follow the plan.

The Huntington Police Department is currently implementing a hybrid Problem-Oriented Policing and Hot Spot Policing approach in the downtown area and already have demonstrated success in these efforts to some degree. Through the Center for Community Policing and hiring of an additional Downtown police officer, “Hot Spot Policing” will be more strategically executed throughout the Downtown target area. Hot Spot Policing is a key evidence-based strategy that involves systematic deployment of police officers to areas identified to have concentrated levels of crime. Hot Spot Policing is one of the most strongly supported police tactics with regards to evidence, but its success depends on dosage, timing, and what officers do when they are inside these concentrated areas of crime. Results of a meta-analysis of multiple “hot spot policing” initiatives suggests that this strategy generates small but noteworthy crime reductions, and that these crime control benefits diffuse into areas immediately surrounding targeted crime hot spots. Crime reduction strategies in the Downtown target area will continuously focus both on identifying

where crime takes place, “spatial hotspots,” and when crimes take place, or “temporal hotspots.” Considering that Downtown Huntington is a small geographic area, which should make it easier to make changes to strengthen the approach, improvements will be made in this area as follows.

1. Relationships between the HPD downtown officers and local business owners and residents will be more intentionally strengthened through training and the implementation of the SARA model.
2. More formal training of the POP and Hot Spot Policing approach will be provided to targeted officers to increase understanding and implementation of best practices.
3. An increased focus on being proactive as opposed to reactive in the HPD foot patrol approach in the downtown target area.
4. The HPD Supervisor of Code Enforcement and Downtown Patrol Coordinator has been identified to be the liaison between the BCJI project and the HPD – specifically focusing on the Citizen Advisory Board and SARA model, as well as other strategies identified in the BCJI planning implementation plan (The Code Team, TASC, Mental Health First Aid, etc.).



In order to address the rapidly escalating drug addiction epidemic in the Downtown target area, Jewel City Junction will implement an intensive *Mental Health First Aid* (MHFA) initiative. The anticipated impacts to be achieved through implementation of the MHFA initiative are an increase in the communities’ awareness and understanding of mental health and substance abuse related issues, an increase in individuals’ ability to identify and positively and proactively address

mental health and substance abuse crisis situations and an increase in the overall promotion of wellness throughout the community. The strategy to implement the MHFA initiative in the city of Huntington is consistent with the research on Problem-Oriented Policing discussed in the CBER literature review. As stated in the review: “Problem-oriented policing” (POP) is a strategy that calls for police to focus on problems, instead of single incidents, and to be proactive in identifying underlying problems that could be targeted to alleviate crime and disorder at their roots. POP places value on responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other public agencies, the community, and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem. The MHFA program is included in the National Registry of Evidence Based Programs and Practices maintained by the U. S. Substance Abuse and Mental Health Services Administration Peer-reviewed studies published in Australia, where the program originated, show that individuals trained in the program:

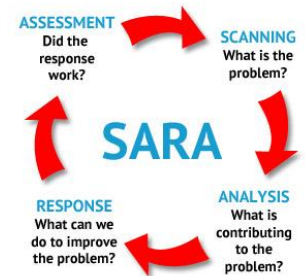
- Grow their knowledge of signs, symptoms and risk factors of mental illnesses and addictions.
- Can identify multiple types of professional and self-help resources for individuals with a mental illness or addiction.
- Increase their confidence in and likelihood to help an individual in distress.
- Show increased mental wellness themselves.

It is anticipated that MHFA training will initially be provided for “first responders” serving the Downtown target area and then provided to local businesses, non-profit organizations, governmental agencies, higher education faculty/staff/students, residents and all other interested parties in order to build the communities’ capacity to proactively and successfully combat drug use, abuse, and addiction.

To further address mental health and substance abuse issues in the Downtown target area, HPD will adopt the Treatment Accountability for Safer Communities (TASC) program. TASC is a program model designed to break the addiction-crime cycle of nonviolent, drug-involved offenders by linking the legal sanctions of the criminal justice system with the therapeutic interventions of drug treatment programs. TASC programs have provided the framework for creation of partnerships between justice and treatment delivery systems, including linkages between institution-based substance abuse treatment services with community-based supervision and treatment and aftercare services. TASC will be closely coordinated and integrated with a recent U.S. Justice Department grant received by the HPD to support mental health outreach services.

In order to continuously and actively engage the residents and businesses from the Downtown target area in crime reduction and community revitalization efforts, Jewel City Junction, Inc. will employ a Citizen Advisory Board with the use of the SARA model. SARA is an evidence-based approach and is one of the most prevalent problem-solving methodologies typically used by police departments in the United States. The SARA approach will establish the framework for citizen involvement through The Junction’s Citizen Advisory Board.

The Board will use the SARA model (scanning, analysis, response and assessment) to inform The Junction of community needs and opportunities and assist in guiding its work in making strategic decisions that will impact crime reduction and revitalization efforts in the Downtown target area.



It should be noted that even though our crime data research did not clearly indicate that drugs are the major driver of crime in our community, it is the consensus of our police and all community stakeholders that drugs do in fact drive the majority of crime in our community. We plan to move forward with addressing the aforementioned research findings and strategies identified, but will also further examine the connection of drugs and crime in our ongoing efforts and implantation of our plan. In order to better make the drug/addiction crime-driver case, in 2016 the following strategies will also be implemented:

- Strategically link new arrests with post drug related arrests.
- Survey individuals in recovery (anonymously) to identify crime linked to drugs/addiction.
- Formally survey police (HPD and others) regarding their perceptions of the link between crime and drugs/addiction.
- Use newly adopted Zuercher records management system to indicate drug related crimes and train staff on proper reporting and use of tracking system.

Relationship with Economic Development and Downtown Revitalization Efforts

The Jewel City Junction approach is well integrated with other economic development plans for the city of Huntington and Marshall University including:

- Plan 2025: The Future of Huntington - City of Huntington Comprehensive Plan.
- 2013 Campus Master Plan - Marshall University.
- Harris Riverfront Park Long term Redevelopment – US Army Corps of Engineers.
- Old Main Corridor Master Plan – American Institute of Architects - WV Chapter Livable Communities Committee.
- America’s Best Communities (ABC) Initiative
- River to Rail Initiative

In particular, the Jewel City Junction strategies build on the continued revitalization of Old Main Corridor (4th Avenue) where over \$2.3 million has already been invested in street scape, lighting, and other projects.

This approach to revitalization, development and crime reduction in the Downtown area will serve to advance previous efforts by providing development staff and resources to partner with the city and the University in the Downtown area. Jewel City Junction is also consistent with the vision for the city expressed by local residents and business owners that was outlined in the BCJI planning grant reports of interviews and stakeholder discussions that includes:

- Removal of older dilapidated structures,
- Development of housing in upper floors of currently empty buildings,
- A range of community and economic development activity to increase the range of commercial and recreational opportunities available, and
- A greater connection between Marshall University and the Downtown area.

The BCJI Team has taken steps to identify and access funding in preparation for BCJI Implementation. Two representatives from Cross-Sector partnership attended a Small-Scale Developer Boot Camp in Atlanta, Georgia on October 14, 2015 to gain understanding and build capacity for future revitalization efforts in the district 3 target area. The workshop provided technical skills and resources to help navigate development financing, zoning and entitlement, site selection and building design in development and revitalization projects. The training was conducted by the Incremental Development Alliance and the Congress for New Urbanism (CNU). The Cross-Sector Partnership also plans to conduct site visits in the coming months – one visit to Dayton Ohio which is an existing BCJI site and also visits to Asheville NC and Chattanooga TN. The purpose of these visits will be two-fold:

- (1) To learn more about innovative approaches to community revitalization and crime reduction,
- (2) To explore resource development and financing issues with community leaders who have experienced success in their efforts.

The Cross-Sector Partnership also plans to proceed with incorporation of Jewel City Junction, Inc. as a 501 (c) 3 non-profit Downtown revitalization corporation in order to pursue data-driven, cross-sector strategies in the district 3 target area and take advantage of financing opportunities.

Other short term strategies that will be implemented with current resources include:

- Establish a Citizen’s Advisory Committee based on the SARA model
- Align and coordinate existing resources, initiatives and plans for the Downtown area
- Establish the Community Code Team to coordinate code enforcement efforts to be implemented by the City within the target area including issuing an RFP to solicit consultant services
- Coordinate and integrate Treatment Accountability for Safer Communities (TASC) within the currently existing U.S. Justice Department funded mental health outreach project being implemented by the Huntington police Department in cooperation with the Pretera Community Behavioral Health Center
- Initiate partnership with Marshall University Lewis College of Business Entrepreneurial program to lay the groundwork for future commercialization transfer efforts

The BCJI Cross-Sector Partnership plans to organize and implement a “Sharing Institute” among several targeted cities to network, share revitalization and development successes, identify best practice/evidence-based approaches, showcase Jewel City Junction efforts, and take advantage of other peer-to peer learning opportunities.

Underlying Theory of Change and Logic Model

The theory of change underlying the BCJI Partnership’s proposed approach may be simply stated as:

***If we improve the Downtown Huntington environment and address issues related to drug abuse and drug trafficking,
Then we will see a reduction in crime, improved quality of life and a thriving business climate.***

A logic model outlining the key elements of the proposed strategy is included in Appendix A.

Implementation Goals and Sustainability

Implementation Workplan

A detailed one-year implementation workplan was developed by the BCJI Partnership. The workplan lists priority strategies, related tasks, responsible entities for each task and the expected timeframe for completion. In addition, activities that can be pursued with current resources and which are contingent on receipt of additional funding are identified. The BCJI Partnership anticipates using the workplan to inform applications for federal, state, foundation and other funding to support its efforts. The one-year implementation workplan is included in Appendix B.

Plans for Ongoing Research and Community Engagement

The BCJI Partnership plans to continue to work with current research partners and any newly identified partners to establish an outcomes evaluation framework to include baseline and indicators of success and to measure impact over time. Both process outcomes and community well-being outcomes will be defined and monitored in order to provide the broad community with regular updates on progress and to keep strategy implementation on track. Measures of crime

density and changes in violent and property crime hotspots will also be monitored on an ongoing basis within the district 3 target area.

A primary strategy for continuing communication and working with community residents is through the Citizens Advisory Committee which will provide for a meaningful and ongoing means of advising The Junction Board on priorities for development and linkage to citizen groups and concerned residents. The Citizens Advisory Committee will be established based on the SARA (Scanning-Analysis-Response-Assessment) model and the committee is envisioned as a way to engage larger number of local residents and key stakeholders in the ongoing work of The Junction.

Jewel City Junction also plans to work closely with existing citizen-based efforts including Create Huntington, Inc. to promote citizen engagement and community mobilization. A mini-grant program to support citizen driven development projects and activities in the district 3 target area is also envisioned.

The BCJI Cross-Sector Partnership is partnering with the City of Huntington, Collective Impact, LLC and Two Headed Dog Collective to host #801BAM - a community engagement, education and visioning activity held on November 3rd at 801 3rd Avenue that included:

- A presentation from national expert Joe Minicozzi from Urban3/COH informing us of the recent research underway in Huntington that informs us of our tax value per acre. Building on a Strong Towns approach that support a model of development that allows America's cities, towns and neighborhoods to become financially strong and resilient, this presentation will help Huntington stakeholders better understand the value of density and development in our Downtown core.
- A presentation from Bre Shell from the City of Huntington Planning Department and Bruce Decker from Collective Impact, LLC to unveil the Byrne Criminal Justice innovation (BCJI) grant implementation strategy focusing on crime reduction and revitalization in Downtown Huntington.
- A pop-up art showcase to serve as entertainment for #801BAM participants and demonstrate the on-going efforts to make Huntington a regional arts destination, stimulating interest and further development in our local arts scene.

In order to increase visibility of the revitalization efforts, Jewel City Junction, Inc. will pursue strategic branding of the organization and continuous outreach to the community. Some initial activities to be pursued by the Junction are:

- Establishment of the Citizen Advisory Board using the SARA model.
- Active engagement of the existing Downtown Neighborhood Association.
- Partnership with Create Huntington, Inc. to promote citizen engagement and community mobilization.
- Use of traditional media (Herald Dispatch and other local newspapers) to promote Junction activities and “tell the story”.
- Use of Social media – Facebook, Twitter, etc.
- Demonstrated visibility through continuous work in the community.

Communication and partnership with higher education is also ongoing through:

- A Partnership with the Marshall University Lewis College of Business Entrepreneurship program and expanded cooperative ventures with other departments within the University once Jewel City Junction, Inc. is formalized.
- Marshall University leadership and student government leadership currently serves on the BCJI Cross-Sector Partnership and will continue to serve on Jewel City Junction, Inc. Board and Citizen Advisory Board.
- Representatives from Mountwest Community and Technical College (MCTC) and Huntington Junior Business College will also serve on the Jewel City Junction Board of Directors and/or on the Citizen Advisory Board.

Plans for Sustaining the Effort

The primary strategy for sustaining the effort is through Jewel City Junction, Inc. which will function in future years as a Downtown revitalization corporation. Many of the key partners who have been involved in the BCJI planning process will continue to be involved as members of the Board of Directors of Jewel City Junction, Inc. and/or by serving on the Citizen Advisory Board. The Junction is envisioned as an ongoing and long-term social entrepreneurial development strategy focused on improving residents' well-being, business development, supporting entrepreneurship, and establishing and sustaining public-private partnerships involving private developers and city government. Jewel City Junction, Inc. will also coordinate and support joint ventures with Marshall University to link the university to Downtown opportunities that benefit students including job opportunities and entrepreneurial opportunities for both current students and recent graduates in the Downtown area. Strategies related to housing development through the repurposing of existing vacant Downtown buildings is another area The Junction will be pursuing.

Jewel City Junction, Inc. should not only sustain momentum related to the proposed strategies emerging from the catalytic BCJI planning effort, but it will also increase the city's capacity to implement previously developed plans related to the development of the Ohio River waterfront, Downtown business development, and linking the Marshall University campus to the Downtown area. Previously developed plans that can, at least in part, help to shape future priorities for The Junction include:

- Plan 2025: The Future of Huntington - City of Huntington Comprehensive Plan
- 2013 Campus Master Plan - Marshall University
- Harris Riverfront Park Long term Redevelopment – US Army Corps of Engineers
- Old Main Corridor Master Plan – American Institute of Architects - WV Chapter Livable Communities Committee
- Downtown Huntington Access Study – KYOVA Interstate Planning Commission.

Commitment among key leaders and organizations to the core principles of BCJI will be sustained by embedding the BCJI principles in the vision, mission and core values of Jewel City Junction, Inc. These principles including evidence based decision making will be operationalized through the work of the Junction Board and Citizen Advisory Board as implementation plans are further developed and carried out.

Resources to Implement Priorities

The City of Huntington has also recently received a grant from the DOJ's Bureau of Justice Assistance (Justice and Mental Health Collaboration Program) to expand mental health outreach to persons in police custody who may benefit from mental health or drug counseling screening. The grant will allow the Huntington Police Department to house a mental health professional employed by the Pretera Center (regional behavioral health center) who will respond should police arrest someone they believe needs mental health attention. The grant will also pay for overtime for police to proactively patrol areas with crimes associated with drug dependency and mental health issues. These grant resources will assist the Huntington Police Department with implementation of BCJI plan strategies related to increasing community policing and police presence in the Downtown Huntington area and also contribute to addressing proposed strategies to address drug abuse and addiction as drivers of crime in the targeted area.

The West Virginia Affordable Housing Trust Fund has expressed interest in working with Jewel City Junction, Inc. to assist in developing housing options in Downtown Huntington through the repurposing of currently available buildings. Representatives of the Cross Sector Partnership have met with the Executive Director of the West Virginia Affordable Housing Trust Fund and shared the draft BCJI implementation plan. The Trust Fund has confirmed that strategies related to purchasing a vacant building in order to repurpose it to serve as the Jewel City Junction, Inc. headquarters, Center for Community Policing, and affordable/mixed income housing development are eligible for Trust Fund support. The Trust Fund expressed interest in partnering for this endeavor and anticipates releasing a RFP in the late spring of 2016. The Partnership was encouraged to apply for \$150,000. This amount will be applied to the purchase of a currently vacant building in the target area to house Jewel City Junction, Inc., The Center for Community Policing and affordable/mixed housing units. There are also plans to meet with a program officer of the Claude Worthington Benedum Foundation to discuss plans and solicit a matching grant of \$150,000 to supplement the funds available through the WV Affordable Housing Trust Fund.

Plans are also being put in place to meet with the financial administrator of the City of Huntington to solicit Community Development Block Grant (CDBG) funding to support the purchase and/or rehabilitation of property that will house Jewel City Junction Headquarters, the Center for Community Policing, and affordable/mixed income housing units. Further steps already identified to secure financing for implementation include:

- Jewel City Junction working with the city of Huntington plans to apply for any available funding opportunities through BJA and/or BCJI in the spring of 2016 that are compatible with efforts to pursue key strategies identified in this implementation plan.
- Plans to apply for funding through the West Virginia Development Office, West Virginia Affordable Housing Trust Fund and the Benedum Foundation to support capacity building, affordable housing development and other implementation strategies outlined.
- Seek funding from the Foundation for the Tri-State/Huntington Foundation, Sisters Health Foundation, Bernard McDonough Foundation and others to support the coordination and provision of Mental Health First Aid training.

Appendix A – Logic Model

Theory of Change: <i>If we improve the Downtown Huntington environment and address issues related to drug abuse and drug trafficking, Then we will see a reduction in crime, improved quality of life and a thriving business climate.</i>					
<u>Problem Analysis</u>		<u>Strategy Development</u>	<u>Expected Community and System Change</u>	<u>Short Term Outcomes</u>	<u>Long Term Results</u>
<ul style="list-style-type: none"> Higher rates of violent crime and property crime in the central downtown area. Assaults and larceny increasing over past 5 yrs. 	<ul style="list-style-type: none"> 21% Increase in violent crime - 2009-14. 6% increase in property crime in downtown district 3. 	<ul style="list-style-type: none"> Increase community policing and police presence in targeted downtown area. 	<ul style="list-style-type: none"> ✓ Safer downtown area and improved business climate. 	<ul style="list-style-type: none"> ✓ Increased police presence. ✓ Center for community policing established. 	<ul style="list-style-type: none"> ✓ Reduced crime in downtown area. ✓ Business climate improved.
<ul style="list-style-type: none"> Vacant and dilapidated buildings create environment conducive to crime. There is a lack of code enforcement and incentives for development.. 	<ul style="list-style-type: none"> Survey results, discussion groups, and key informant interviews all document citizen concern about vacant buildings and safety at night. 	<ul style="list-style-type: none"> Establish Jewel City Junction, Inc. as a DRC focused on downtown development consistent with CPTED principles. Promote business development and repurposed housing. Promote innovation. Promote entrepreneurship Establish a cross-agency code team to focus on building code enforcement and progressive policies related tom repurposing of downtown buildings. Establish Citizen Advisory Board. 	<ul style="list-style-type: none"> ✓ Increased capacity to implement prior development plans. ✓ Increased attention to code enforcement and policy to promote repurposing of downtown buildings. ✓ Improved lighting. ✓ Citizens are involved in downtown improvements. 	<ul style="list-style-type: none"> ✓ <i>Junction Headquarters</i> established. ✓ Code Team established ✓ Vacant buildings improved. ✓ Increasing business activity. ✓ Citizen led projects to improve downtown environment. 	<ul style="list-style-type: none"> ✓ Actively promoting innovation and entrepreneurship. ✓ Thriving downtown business district. ✓ Old Main Corridor developed. ✓ Marshall University, MCTC and Huntington Junior Business College students and faculty involved in revitalization efforts.
<p>Drug related activity and transient populations are key drivers of crime in downtown area</p>	<ul style="list-style-type: none"> Survey results identify drug-related crime as a primary driver of crime. 	<ul style="list-style-type: none"> Increase capacity to respond to drug abuse, addiction, and drug trafficking through MH First Aid and TASC. 	<ul style="list-style-type: none"> ✓ Declining rates of drug-related offenses. ✓ First responders & others more aware of substance use issues. 	<ul style="list-style-type: none"> ✓ Persons trained in MH First Aid. 	<ul style="list-style-type: none"> ✓ Low rates of drug trafficking & seizures. ✓ Community sensitive to substance use and abuse issues.

Appendix B – BCJI 1 –Year Implementation Workplan

Strategy: Launch Jewel City Junction, Inc. (The Junction)			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Seat the Board of Directors	BCJI Partnership	March 2016	In-kind
Revise Partnership vision, mission and core values	BCJI Partnership and The Junction Board	March 2016	In-kind
Develop organizational bylaws	BCJI Partnership and The Junction Board	March 2016	In-kind
Complete articles of incorporation	BCJI Partnership and The Junction Board	March 2016	In-kind
Incorporate as a West Virginia nonprofit organization	BCJI Partnership and The Junction Board	April 2016	100% private
Apply for and gain 501 (c)3 status with the IRS	BCJI Partnership and The Junction Board	April 2016	100 % private
Advertise and recruit Citizen Advisory Board	The Junction Board	Summer 2016	In-kind
Establish Citizen Advisory Board	The Junction Board	Fall 2016	In-kind
Contract with Executive Director and other staff as identified	The Junction Board	Fall 2016	100% BCJI
Strategy: Establish a brand for Jewel City Junction, Inc. (The Junction)			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Image design visioning and planning	The Junction Board	Summer 2016	100% private
Identify color pantone and logo	The Junction Board	Summer 2016	100% private

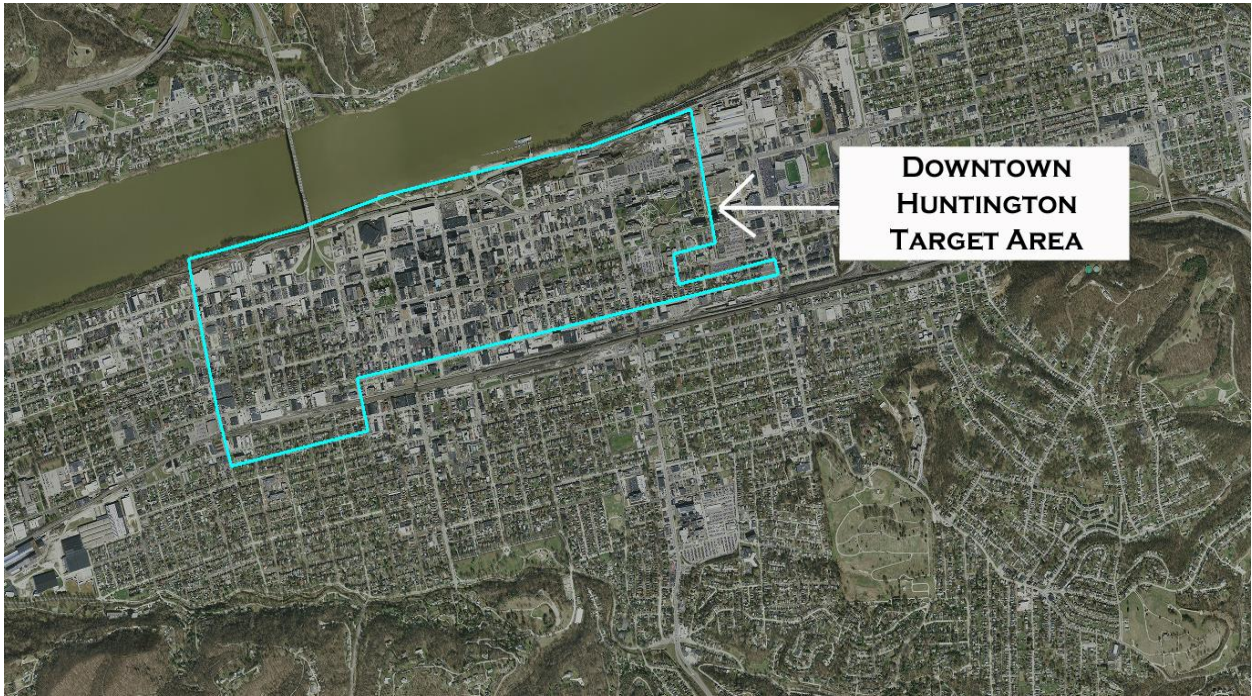
Develop marketing materials	The Junction Board and Vendor	Fall 2016	100 % private
Launch brand	The Junction Board	Fall 2016	n/a
Strategy: Conduct Community Outreach and Engagement			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Articles in the Herald-Dispatch newspaper	BCJI Partnership and The Junction Board	Quarterly	In-kind
Establish Social Media accounts	The Junction Board and Citizen Advisory Board	Fall 2016	n/a
Adopt SARA model with Citizen Advisory Board	Citizen Advisory Board	Fall 2016	n/a
Work with Create Huntington to conduct community discussions with city residents in downtown target area	The Junction Board and Create Huntington	Summer 2016	In-kind
Contract with Create Huntington to provide mini-grants to city residents to support related projects and events in downtown target area	The Junction Board and Create Huntington	Fall 2016	50% BCJI and 50% private
Conduct a tactical urbanism community engagement event to launch the Junction (#BAM)	The Junction Board and Create Huntington	Fall 2016	100% private and In-kind
Strategy: Implement efforts to sustain Jewel City Junction, Inc.			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Prepare and submit application for BCJI Implementation funding	BCJI Partnership and Junction Board	Spring 2016	In-kind
Prepare and submit application for West Virginia Affordable Housing Trust Fund funding	The Junction Board	Spring 2016	In-kind

Prepare and submit application for Claude Worthington Benedum funding	The Junction Board	Spring 2016	In-kind
Prepare and submit additional application for foundation funding (Sisters Health Foundation, Bernard McDonough Foundation, Foundation for the Tri-State Foundation, etc.)	The Junction Board	Spring/Summer 2016	In-kind
Investigate Community Development Block Grant (CDBG) funding from the City of Huntington	The Junction Board	Spring/Summer 2016	In-kind
Investigate additional funding opportunities from local, state, federal or foundation sources	The Junction Board	Spring/Summer 2016	In-kind
Conduct site visits with other communities to learn more about innovative approaches to community revitalization and crime reduction and to explore resource development and financing with community leaders who have had success with their efforts	The Junction Board	Spring/Summer 2016	100% private and In-kind
Develop long-term social entrepreneurial business plan for financial sustainability	The Junction Board	Winter 2017	n/a
Strategy: Establish Jewel City Junction, Inc. Headquarters, Center for Community Policing and Affordable/mixed income housing units in the central Downtown area			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Identify appropriate location in the downtown target area and begin readiness activities (inspection, architectural renderings, etc.)	The Junction Board	Spring/Summer 2016	n/a
Purchase property	The Junction Board	Fall 2016	50% BCJI and 50% private
Make needed renovations	The Junction Board	2017	50% BCJI and 50% private

Hire additional downtown police officer	The Junction Board	Fall 2016	100% BCJI
Strategy: Launch Mental Health First Aid Initiative			
Major Tasks	Lead Responsible Party	Expected Completion Date	Anticipated Funding Source
Contract with trainer to provide ongoing certification trainings	The Junction Board	Fall 2016	50% BCJI and 50% private
Secure locations for conducting trainings	Trainer and Board	Winter 2017	In-kind
Promotion and recruitment for trainings	Trainer and Board	2017	In-kind
Conduct trainings for first responders, businesses and residents in the downtown target area	Trainer	2017	50% BCJI and 50% private
Strategy: Research and Evaluation			
Major Tasks	Lead Responsible Party	Expected Completion Date	Funding Source
Contract with researcher to provide on-going research and evaluation	The Junction Board and Research Vendor	Fall 2016	75% BCJI and 25% In-kind
Develop research and evaluation framework including baseline, measures, etc.	The Junction Board and Research Vendor	Winter 2017	75% BCJI and 25% In-kind
Further investigate drugs/drug addiction as the driver of crime in the downtown target area	The Junction Board and Research Vendor	Winter 2017	75% BCJI and 25% In-kind

Attachment 1

Map of Target Area



Attachment 2

Cross-Sector Partnership Membership List

Name	Organization/Entity
Bob Hansen	Executive Director, Cabell-Huntington Coalition for the Homeless
Bre Shell	City of Huntington, Planning Department, Planner
Chris Dean	Director of Western Regional Day Report Center
Christine Risch	Director of Resource and Energy Economics, Marshall University Center for Business and Economic Research
Chris Wallace	Business Owner (Brand Yourself)
Deanna Eder	Law Enforcement Coordinating Committee (LECC), U.S. Attorney's Office, Southern District of West Virginia
Duncan Waugaman	Marshall University Student Body President
Isabelle Rogner	Marshall University Student Body Vice President
Jennifer Shand	Director, Marshall University Center for Business and Economic Research (CBER)
John Yaun	Director, Housing and Residence Life Marshall University
Justin Lockwood	Western Regional Day Reporting
Keebie Gilkerson	City of Huntington, Planning Department, Planner
Kevin Snow	President, Downtown Pastor's Association
Margaret Mary Layne	Director of Administration and Finance, City of Huntington
Natalie Thompson	Create Huntington, Board Chair
Paul Davis	Director of Tristate Transit Authority (TTA)
Rod Pell	Administrative Officer, Huntington Police Department
Scott Lemley	Criminal Intelligence Analyst, Huntington Police Department
Xavier Staggs	Attorney with Jenkins Fenstermaker and Business Owner (Prime Restaurant)