

Measuring Local Institutions and Organizations:

The Role of Community Institutional Capacity in Social Capital

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MEASURING LOCAL INSTITUTIONS AND ORGANIZATIONS: THE ROLE OF COMMUNITY INSTITUTIONAL CAPACITY IN SOCIAL CAPITAL

EXECUTIVE SUMMARY

The intent of the Urban Institute's study is to articulate and measure how local organizations are linked to neighborhood well-being and social capital. Researchers in various disciplines studying poverty and social exclusion have been increasingly interested in articulating and measuring the positive features of communities associated with reductions in adverse outcomes. *Social capital* has been the term used to capture these positive or pro-social features of communities. There are varying definitions of social capital provided by theorists (Coleman 1990; Bourdieu, 1986; Putnam, 1993), but generally, social capital refers to the activation of actual or potential resources embodied in communities stemming from a durable network of relationships or structures of social organization.

With interest in social capital generating processes, research has focused on individual interpersonal networks and the mechanisms linking individuals to their communities and traditional institutions—the family and schools. However, the extant research has overlooked the key role played by community organizations as mediating structures that facilitate the emergence and maintenance of values and ties that can lead to positive neighborhood outcomes. Strong institutions have implications for increasing public safety and reducing levels of violence (Kornhauser, 1978; Sampson and Groves, 1989; Sampson, Raudenbush and Earls, 1999; Rosenfeld, Messner and Baumer, 2001). Other benefits include improved supervision of children (Sampson, Morenoff and Earls, 1999), and reductions in physical decay, disorder (Sampson, 1997; Skogan, 1990), and fear of crime (Lewis and Salem, 1986; Hunter and Baumer, 1982; Taylor and Hale, 1986; Taylor et al., 1984), as well as increased participation in community organizations and thus, community empowerment (Chavis and Wandersman, 1990; Perkins, Brown and Taylor, 1996; Perkins et al., 1990). Recent research has also linked high levels of neighborhood cohesion to higher levels of physical health (Browning and Cagney, 2002).

Empirical studies rarely have attempted to explicate the social capital dimensions of social organization provided by neighborhood institutions such as community organizations and other non-profit organizations. Past research examining organizations generally has been limited to only



measuring the presence/absence and number of community organizations or the extent of resident participation in them. Researchers have cited the difficulty of accurately capturing the significance of these neighborhood institutions with regard to generating social capital because institutions and organizations can be *in* the neighborhoods, but not *of* them (Leventhal and Brooks-Gunn, 2000; Sampson, 2001b). In other words, these organizations may have a physical presence, but not necessarily have a social presence with regard to serving neighborhood residents.

The failure to understand the breadth and extent of the efficacy of community organizations limits the potential of the many community improvement programs and policies that involve them. The challenge is to standardize the ways to define and measure social capital, as well as to begin to test measures of institutional capacity.

This study tests the assumption that community-based organizations and other neighborhood institutions help build community well-being, and, in testing the assumption, seeks to develop a measure of these organizations that represents the social-capital generating function of organizations. The study examines: (1) whether *the presence* (the number or density) of organizations, institutions and businesses is related to neighborhood well-being; (2) if *the location* (distance) of community-based organizations has a role in neighborhood well-being; and (3) whether the *capacity* of community organizations factors into neighborhood well-being.

Accessible measures—that can be collected inexpensively and repeatedly over time by residents and community agencies—can facilitate progress towards community goals, not only with regard to understanding community needs and priorities, but, more importantly, with regard to effectively addressing them. Such a measure can be used by communities, policymakers, funders and researchers to track neighborhood changes and assess progress towards any number of outcomes that relate to neighborhood health and community well-being. Perhaps more importantly, the measure may have strong implications for expanding a community's ability to provide social capital-building opportunities to neighborhood residents and the neighborhood as a whole. The findings may help focus community prevention and intervention resources and create cost effective strategies. In essence, we explore the creation of an accurate measure of community institutional capacity *at the community level* that relies mostly on publicly available information and hence, could be used by organizations in their strategic efforts to measure social capital or well-being within neighborhoods.

The study was conducted in 2002 in the Congress Heights/Bellevue/Washington Highlands neighborhoods of the District of Columbia. Data collection involved three components:



- (1) Collection of secondary/existing data,
- (2) Telephone interviews with organizations, and
- (3) An in-person household survey.

We compared the existing data collected, coupled with the organization survey, to the information obtained from the household surveys. The goal was to demonstrate how the data collected about organizations is related to existing household survey indicators of neighborhood well-being that have been used by researchers and community practitioners over the last few decades. These survey indicators of well-being include collective efficacy, cohesion, control, reciprocated exchange, neighborhood satisfaction, trust, neighborhood patronage, and participation in voluntary associations. Below, we briefly discuss the information collected and then summarize the findings.

The Study Site

The target community consists of the Congress Heights/Bellevue/Washington Highlands neighborhoods in Ward 8 of Washington, D.C. (See Figure A). These neighborhoods make up Neighborhood Cluster 39, and comprise roughly one-third of the area of Ward 8. For this study, the unit of analysis is the block group. The study area consists of 29 block groups. The block group size ranges from 0.09 square kilometers to 1 square kilometer, with populations ranging from 450 in a block group to 3,300.

Types of Organizations

Because our goal is to understand secondary relational networks and local resources related to neighborhood institutions and organizations, we compiled information on all organizations, businesses, and institutions in the target area that provide some asset or resource to neighborhood residents. The types of organizations included in the study are listed below. Using the criminal justice and community development literature as a guide, we created a typology of organizations that captures their hypothesized role in the community:

- **Community-based organizations and social service organizations** that have a recognized role as assisting the community. These organizations include shelter and counseling services, neighborhood/tenant associations, community councils, Boys and Girls Clubs, crime prevention programs, neighborhood watches, local civic groups, local political organizations, community development corporations (CDCs) and other non-profit community-based organizations. All local social service programs (not run



by the government) that provide human development services like job training programs, literacy, and mentoring programs are included.

- **Churches and Other Religious Institutions.** This category represents places of worship. Faith-based social service organizations, such as Southeast Ministries or day care centers associated with a religious institution, are located in the first category, above.
- **Pro-Social Places/Institutions.** This category of organizations represents schools, libraries, parks, and recreation centers.
- **Businesses.** Using research by Bingham and Zhang (1997) and Stanback et al., (1981) as a guide, we include in this category all businesses that provide a residential local service to residents. We refer to these organizations as residentiary services.
- **Liquor Establishments.** Because studies have found evidence that liquor selling-establishments may attract and generate crime and disorder, we include liquor stores and mini markets as a separate category of business. Restaurants that sell liquor to patrons dining on the property remain in the general business category above.

Collection of Secondary/Existing data

We compiled a listing of community-based organizations and churches from numerous sources. We met with a number of service providers in the study site to obtain lists of resources in the area. We also utilized a database that was developed for another project at the Urban Institute that examined all community-based organizations serving children and families in Washington Highlands (DeVita, Manjarezz and Twombly, 1999). Next, we compiled information from the National Center for Charitable Statistics database (<http://nccs.urban.org>). This database contains tax information on non-profits that report more than \$25,000 in annual receipts. Data on businesses were obtained from Dunn and Bradstreet market data (2002). Data on parks and recreation centers were obtained directly from DC Parks and Recreation. A listing of schools came from the DC Department of Education. Data were also obtained from PhoneDisc 2002, a comprehensive list of all businesses, organizations, and institutions that have their phone numbers listed in public telephone directories.

Once we had a comprehensive list of organizations and businesses, we geocoded the data using ArcView GIS 3.2 to determine which organizations were located within the target area for the study. All data were able to be coded to the address level. The final database of organizations contained 334 organizations across the 29 block groups.

Interviews With Organizations

To explore dimensions of community capacity that include characteristics of organizations an organizational survey was administered to all community-based organizations, social service



organizations, and religious institutions in the target area. The intent was to explore measures of neighborhood capacity that tapped the following dimensions: organizational stability, leadership, human resources, financial resources, technical resources, community outreach, services and related service capacity, and products. Pro-social places and institutions, businesses, liquor stores and mini markets were excluded from the survey because the dimensions of capacity we were seeking to measure are not relevant to these types of businesses or places. The survey was administered by Urban Institute staff as a telephone survey. The survey took roughly 30 minutes to complete.

Questions included (dimensions represented are in noted in brackets): (a) What type of organization is your organization? (b) What year was your organization started [stability]? (c) What is your organization's primary program area [services]? (d) What human or social services does your organization provide [services]? (e) How many people does your organization serve a day [service capacity]? (f) Does your organization produce an annual report? [products, resources, outreach, and stability], (g) Does your organization have a website? [resources and outreach], (h) Is your technology adequate for you to compete for grants and contracts? [technological resources], (i) Is there a formal set of advisors or Board of Directors for your organization? [leadership], (j) What is the total operating budget for your organization for the last two fiscal years? [financial resources], (k) How many paid employees does your organization have? [human resources], and (l) Does your organization use volunteers? [human resources, outreach].

We developed a capacity score for each organization based on the questions above. Values were assigned to each response category and then the values were summed to derive the organizational capacity score. To achieve neighborhood-level measures, organizational capacity scores were then aggregated by block groups.¹

The Household Survey

The household survey was designed to capture information on social cohesion, social control, collective efficacy, neighborhood satisfaction, block satisfaction, reciprocated exchange, participation in organizations, neighborhood patronage of businesses and use of parks and recreation centers. As stated earlier, these measures or “community indicators” have been validated by existing empirical research.

¹ Neighborhood aggregation was achieved by utilizing a number of methods to define “neighborhoods.” Detailed information is provided in the body of the report.



The household survey was short—designed to be completed in person in 10-15 minutes. A community-based participatory research model (Minkler and Wallerstein, 2002) was utilized to collect household survey data. In January 2002, we began to meet with our community partners to discuss the participant research plan and nominate individuals and organizations that could assist with the recruitment of resident surveyors. Over a period of three weeks, we recruited residents to administer the survey. We successfully trained twenty volunteers over three training sessions. The volunteers were given honoraria for each completed survey (\$10 for each completed interview). The resident interviewers surveyed a random sample (developed by the Urban Institute) of roughly 15 to 20 residents/households from each block group. Residents who completed the survey were given \$5 as a thank you for their participation.

Findings

The findings are based on an examination of the relationship between the characteristics of organizations and neighborhood well-being measured using the responses from the household survey.

Presence of Organizations

The research confirms that the presence of organizations benefit neighborhoods. Religious institutions and pro-social places such as schools, recreation centers, and parks may increase opportunities for socialization. The research found:

- The number of pro-social places (schools, rec centers, parks, and libraries) is positively related to the level of organizational participation. More pro-social places signify higher levels of neighborhood participation in activities such as neighborhood watches, block groups, youth groups, and PTAs.
- The number of pro-social places is positively related to the use of District community and recreation centers. The finding is not surprising, but the implications are important—the more facilities there are, the more likely that they will be used.
- The number of pro-social places is positively related to residents' satisfaction of the block on which they live.
- The number of religious institutions within a neighborhood is positively related to trust and reciprocated exchange.
- The number of religious institutions within neighborhoods is also positively related to the mean level of participation and how the residents rate their block. The number of religious institutions does not correlate with the church participation scale.



With regard to neighborhood patronage of businesses, we found that residents are generally dissatisfied with shopping options and businesses in their neighborhoods.

- The number of retail and residential establishments in a neighborhood is negatively associated with the patronage scale. This may indicate that residents who shop outside of their neighborhoods may have some shopping establishments within their neighborhood, but choose, for reasons not explored in this study, to do business outside their communities.

However, we also found that neighborhoods with greater social cohesion were neighborhoods with higher levels of patronage of local businesses and retail establishments.

Location of Organizations

The research also found that the location of organizations matters:

- Neighborhoods that had organizations nearby had higher levels of collective efficacy, social control, reciprocated exchange, and block satisfaction.
- The isolated neighborhoods that are in far Southeast, at the very southern part of the District border had very few organizations nearby—these neighborhoods had very low ratings of collective efficacy, social cohesion, control, trust and block satisfaction.

Characteristics of Organizations

The findings suggest that the type of organizations, combined with where they are located in the neighborhood, may have implications for neighborhood well-being:

- Organizational capacity characteristics relate to community levels of social control—neighborhoods that exhibit high expectations for orderliness and social control are also neighborhoods that have high capacity organizations.
- The presence of many high capacity organizations is associated with high community levels of cohesion and trust among neighbors.

Within our study, the four organizations that had the greatest capacity as measured by our ten item organizational capacity index have very large, active boards of directors, are stable entities in the community, serve hundreds of individuals in multiple capacity domains and network regularly with other community organizations and government agencies. A brief description of the four organizations with the highest capacity scores is provided below (names of organizations are not provided):



- Church A is a religious congregation that has been in the community for 81 years and serves over 400 people each day with religious services, day care, tutoring, counseling, and public health education. They often are over capacity and have had to turn people away from services. They have a website and strong technological resources, a large budget, a 15 member Board of Directors, 41 staff and utilize an average of 10 volunteers a week.
- Community Health Center B is a 501(c)3 non-profit organizations and has been in the community for two years, but the larger umbrella organization began serving residents of D.C. over 20 years ago. This organization has a strong strategic plan and devotes its efforts to counseling, reproductive health services, outpatient substance abuse treatment and medical services, among other health services. They have translation services where they are able to provide services in 14 different languages. They have a website, a 21-member board, large budget, 30 employees and several regular volunteers.
- Life Services Organization C is a 501(c)3 non-profit organization with four locations in Ward 8. This organization has been serving residents of Ward 8 for 13 years and the larger organization was established over 30 years ago. Their primary service area is human services. They serve an average of 44 people each day. The organization has a wide service population which includes youth and adults, and in particular, returning prisoners and single parents. They have a large operating budget, strong technological resources, a website, a 15-member Board of Directors, 55 employees and regularly use volunteers.
- Church D is a religious congregation, but not a 501(c)3. They serve an average of over 200 people a day with a mix of services. They offer over 15 different types of services from day care and legal services to in-home services and outpatient substance abuse treatment. They have a 30 member-Board of Directors, a full-time staff of 15 and a part-time staff of 10. They use roughly 100 volunteers a week, most of whom live in the neighborhood and donate a day or two of time each week.

Each of these organizations maintains a large presence in their neighborhood and serves not only specific targeted clientele, but also all residents in the local and extended neighborhood.

Summary

This research was designed as a cross sectional study to explore dimensions of community institutional capacity. We view this study as exploratory—as a first step towards understanding not only the dimensions of institutional capacity, but also systematically assessing its presence in a community. Simply because these organizations scored low on our capacity measure does not mean they are of no utility to the community; we maintain that all organizations can provide some resources to community residents. Furthermore, low capacity organizations may become high capacity organizations over time, or have particular characteristics that residents desire that were not



tapped by our measure. The intent of our study is to uncover the variations within organizations that influence capacity at the neighborhood level.

Social capital has become a much-talked-about concept in communities, as well as in research and policy circles. Social capital is often discussed as the silver bullet for community health and well-being. But little is known about how communities can foster social capital. Few empirical studies have focused on how organizations can be vehicles for increasing socialization and achieving positive neighborhood outcomes. Studies testing Putnam's ideas about voluntary associations and other studies examining collective efficacy have focused on unobservable processes or the strength and breadth of participation in voluntary associations. How do communities increase collective efficacy? What are the implications for poor communities of the studies that show community participation is good? In other words, how can one foster participation in organizations that do not exist in many communities? Accessibility to and the capacity of organizations should be viewed as central components of building and maintaining healthy neighborhoods. Strategies and policies aimed at organizations and encouraging organizational and agency networks may be more practical and have direct, tangible benefits for communities than efforts to build collective efficacy.

We hope that our endeavor to better understand the role of organizations in communities from the organizational and neighborhood level provides impetus for continued study. The potential implications for policy and practice of the systematic study of community institutional capacity are great. Using established, accessible measures of institutional capacity, we assess where it exists and where it does not exist, as well as evaluate the practicality of building social capital through organizations and the larger community infrastructure.

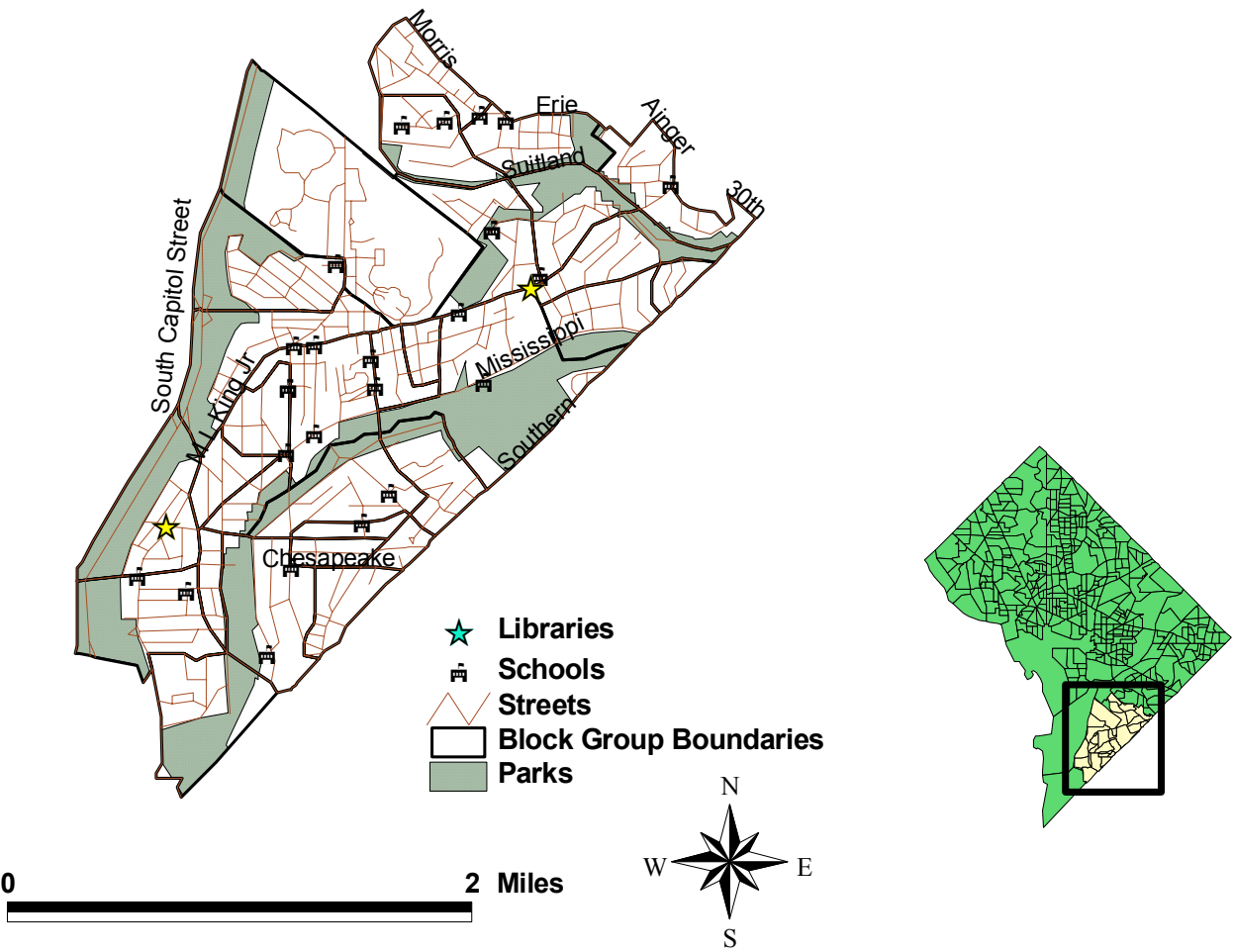


Figure A. Research Study Site, Washington, D.C.



CHAPTER 1 INTRODUCTION

This report describes the theoretical, conceptual and empirical development of a measure to capture how neighborhood organizations factor into a community's ability to achieve desired goals. Research and practice have not formulated a systematic method to describe and measure the function of local organizations and institutions in generating local social capital. This is surprising in light of the considerable attention that has been given over the last few decades to understanding neighborhood disadvantage and developing solutions to aid distressed communities. The emphasis of neighborhood revitalization is often on efforts by community organizations and institutions such as schools, nonprofit organizations and churches to develop and expand community social capital.

Revitalization programs and initiatives are often premised on the idea that it is important to expand the quantity and improve the quality of local services and activities in many domains (e.g., education, employment, etc.). These social capital building strategies are intended to increase a resident's skills, extend capacities, promote pro-social values and norms, and build motivation (Connell and Kubisch, 2001:181). However, many policies, initiatives and programs have been implemented without an understanding of how and under what conditions neighborhood institutions and organizations form a core mechanism for developing social capital. Overlooking how organizations serve communities, and what types of organizations best serve communities may stifle the potential vitality and efficacy of these local institutions or the programs and initiatives designed for them.

Limited extant theoretical and empirical literature has contributed to the scant attention paid to the role of neighborhood organizations. Community organizations have a place in the community development, sociological and criminological literature as a vehicle for understanding community integration and socialization, but this place is only partly explicated by theories—and rarely tested through empirical research. This study addresses these limitations by conceptualizing and defining social capital constructs related to institutional capacity. The intent is to articulate and measure how local organizations² are linked to neighborhood well-being. This study (1) tests the hypothesis that community-based organizations and other neighborhood institutions help build well-being, and (2) develops an easy-to-use measure of these organizations. Neighborhood well-being refers to



communities that have and generate social capital and high levels of social control. These are desirable, collective properties of neighborhoods. There is substantial consensus that Americans, regardless of race, ethnic background or social status, desire orderly, low crime environments, good schools, adequate housing and a healthy environment for children (Kornhauser, 1978; Sampson 2001a).

Accessible measures—that can be collected inexpensively and repeatedly over time by residents and community agencies—can facilitate progress towards community goals, not only with regard to understanding community needs and priorities, but, more importantly, with regard to effectively addressing them. Such a measure can be used by communities, policymakers, funders and researchers to track neighborhood changes and assess progress towards any number of outcomes that relate to neighborhood health and community well-being. Perhaps more importantly, the measure may have strong implications for expanding a community’s ability to provide social capital-building opportunities to neighborhood residents and the neighborhood as a whole. The findings may help focus community prevention and intervention resources and create cost effective strategies. In essence, we explore the creation of an accurate measure of community institutional capacity *at the community level* that relies mostly on publicly available information and hence, could be used by organizations in their strategic efforts to measure social capital or well-being within neighborhoods. The research questions include:

- What is the relationship between the presence of organizations and established measures of community social capital and informal social control?
- What is the relationship between the characteristics of organizations and established measures of community social capital and informal social control?
- Are some organizations better situated to aid the development of community social capital and social control than other organizations? Can we identify the specific characteristics of organizations that promote community social capital?
- Can the identified features or characteristics of organizations and institutions be formed into a valid and reliable tool for measuring community social capital?

These questions were posited in response to an open Request for Proposals (RFP) solicited by the Aspen Institute’s Roundtable on Comprehensive Community Initiatives for Children and Families in the Spring of 2001:

The purpose of the Small Grants Program is to advance the field’s ability to measure key community-level aspects of social capital and community capacity, and deepen the

² We use the terms organizations and institutions interchangeably.



understanding of what these elements contribute to building healthy communities and producing better outcomes for children and families. ...

...We are particularly interested in developing measures for community-level aspects of social capital that are related to community strength and well-being. These are qualities or characteristics that link people together at the community level and are thought to contribute to better outcomes for the community as a whole. Examples include, but are not limited to, concepts such as social connectedness, attachment to others or to the place, social trust, a sense of community identity, and faith in the neighborhood. We are interested in being able to document how social capital is manifested across neighborhoods rather than how it produces resources for individuals (RFP: p.2-3)

The Roundtable provides a forum for policymakers, funders, researchers and practitioners engaged in the field of comprehensive community initiatives to come together to discuss issues and lessons learned by initiatives taking place nationwide. The Roundtable is actively involved in developing rigorous methods for understanding and evaluating neighborhood change and encourages the development of new community measures that are accessible.

This study develops and explores the construct validity of measures of the capacity of organizations at the neighborhood level, and tests the measures against established measures of social capital. In other words, we test the organization-level measures against a criterion measure to establish predictive validity of the new measures created. The predictive validity (and overall construct validity) of our measure will be central to its success as a measure of social capital. The chapters that follow detail the process used to develop and test a measure we refer to as *community institutional capacity*. Chapter 2 discusses the theoretical literature from sociology and criminology which links community organizations to community outcomes; and the community literature describing extant knowledge on measuring the capacity of organizations. The process of construct validation “is, by necessity, theory-laden” (Carmines and Zeller, 1979: 23). The theoretical networks surrounding the concepts provide the guidance for validation. Chapter 3 presents the methods utilized in the study, including details regarding site selection, instrument design, and data collection. Chapter 4 discusses the findings, and Chapter 5 presents the conclusion and discusses the implications of the research findings.



CHAPTER 2

THEORETICAL FRAMEWORK

Researchers in various disciplines studying poverty and social exclusion have been increasingly interested in articulating and measuring the positive features of communities associated with reductions in adverse outcomes. *Social capital* has been the term used to capture these positive or pro-social features of communities. There are varying definitions of social capital provided by theorists (Coleman 1990; Bourdieu, 1986; Putnam, 1993), but generally, social capital refers to the activation of actual or potential resources embodied in communities stemming from a durable network of relationships or structures of social organization. Over time, two main strands of literature have emerged that inform how social capital is important to community well-being. The sociological and criminological literature, stemming from the University of Chicago ecological tradition, uses social disorganization theory as a framework that posits that community social organization regulates and maintains effective social control. Communities with effective social control have lower crime rates. Recently, the concept of collective efficacy has been developed to characterize social cohesion and informal social control as the activation of neighborhood resources to achieve the common good of the neighborhood. Empirical studies utilizing social disorganization models have linked collective efficacy to reductions in crime and violence (Sampson, 1999; Sampson, Morenoff and Earls, 1999; Sampson, Raudenbush, and Earls, 1997).

Another strand of literature, made up of sociologists, social psychologists and economists, is less concerned with explaining crime, and more concerned with the community mechanisms and processes that bring about community revitalization (i.e., community development) and reduced levels of poverty. Researchers and policy analysts working in this tradition seek to inform how resources can be mobilized and social capital can be developed in poor communities. The community development literature discusses the nature and effectiveness of community organizations as tools to build community capacity. The literature similarly uses the concept of collective efficacy to link the collective activation of resources to community well-being. With interest in social capital generating processes, both strands of research are focused on individual interpersonal networks and the mechanisms linking individuals to their communities and traditional institutions—the family and schools. However, research in both traditions has overlooked the key



role played by community organizations as mediating structures that facilitate the emergence and maintenance of values and ties that can lead to collective efficacy. Empirical studies rarely have attempted to explicate the social capital dimensions of social organization provided by neighborhood institutions such as community organizations and other non-profit organizations. Past research examining organizations generally has been limited to only measuring the presence/absence and number of community organizations or the extent of resident participation in them. Researchers have cited the difficulty of accurately capturing the significance of these neighborhood institutions with regard to generating social capital because institutions and organizations can be *in* the neighborhoods, but not *of* them (Leventhal and Brooks-Gunn, 2000; Sampson, 2001b). In other words, these organizations may have a physical presence, but not necessarily have a social presence with regard to serving neighborhood residents.

The failure to understand the breadth and extent of the efficacy of community organizations limits the potential of the many community improvement programs and policies that involve them. The challenge is to standardize the ways to define and measure social capital, as well as to begin to test measures of institutional capacity. The following sections discuss the theoretical literature with an emphasis on how social disorganization theory views the role of community organizations and institutions in regulating and maintaining informal social control. The sections also discuss how the community development literature incorporates a central role for organizations in building community capacity. The chapter also addresses the limitations of the literature in exploring and empirically testing the various social capital-generating roles of community organizations.

SOCIAL DISORGANIZATION AND SOCIAL CAPITAL

Social disorganization theory argues that residents in disadvantaged neighborhoods lack the ability to foster informal social control, thereby facilitating increased opportunities for crime (Bursik and Grasmick, 1993; Kornhauser 1978; Sampson, 1985, 1986; Sampson, Raudenbush and Earls, 1997). Neighborhoods high on the social disorganization scale are usually defined by a high level of poverty, a large percentage of families headed by females, a large percentage of residents who are either unemployed or not in the labor force, and places where residents move often. In current



research, these structural characteristics are associated with characteristics of residents that represent low expectations for informal social control.³

Contemporary proponents of social disorganization theory (Bursik and Grasmick 1993; Morenoff and Sampson, 1997; Sampson and Groves, 1989; Sampson, Raudenbush and Earls, 1997; Sampson and Raudenbush, 1999) draw on Albert Hunter's (1985) three-level approach to local community social control which includes three levels or aspects of control: the "private" level, the "parochial" level, and the "public" level. These levels, or processes, help illuminate the somewhat complex layering of different community dimensions, all of which have an impact on social ties and relational networks and the development of informal social control. The private level represents the social support and mutual esteem derived from interpersonal relationships among residents; the parochial level represents the role of the broad interpersonal networks that are created through the interlocking of local institutions, such as stores, schools, churches and voluntary organizations; and the public level focuses on external resources (i.e., resources outside the neighborhood) and the ability of a neighborhood to influence government agencies in their allocation of resources to neighborhoods.

The interplay of these three levels is a dynamic process that is differentially realized across neighborhoods (Sampson and Raudenbush, 1999). Social capital is imbedded in the relational networks across the levels of social control. Informal social control at the private level is exemplified through close friend or family networks. At the parochial level, social control operates through local networks or residents interacting. The parochial level networks do not have the same sentimental attachment as primary networks in the private level. At the public level, social control operates more formally, through linkages to government resources. For instance, a community's trust in the police department to respond efficiently to emergency calls for service, is an example of the public level.

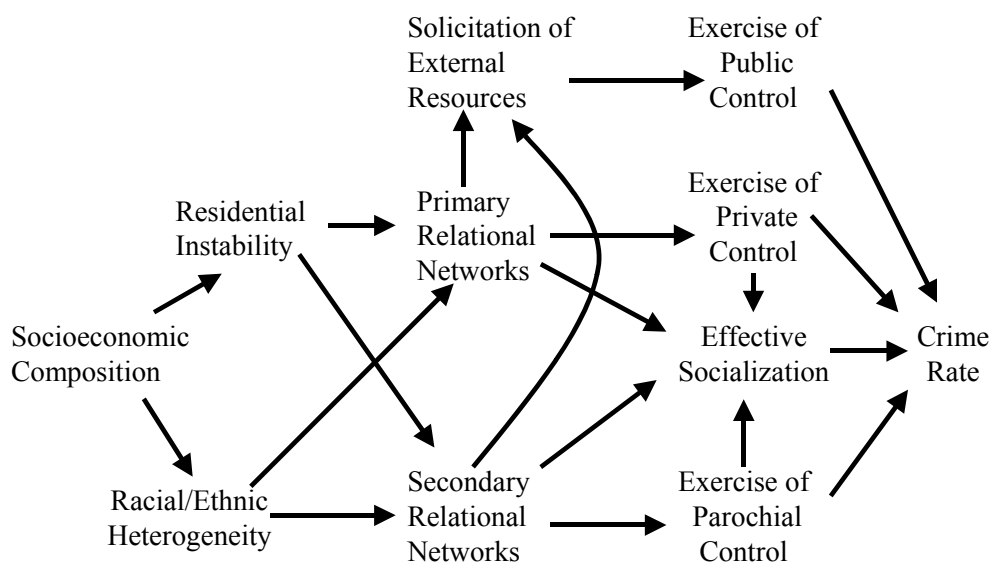
The contemporary proponents of social disorganization have essentially expanded the traditional emphasis on the private level of control to include the dynamic relationship between all three layers of control (Bursik and Grasmick, 1993). This expanded model of social disorganization has been referred to as the systemic model (see Figure 1). Residential instability, concentrated

³ Social disorganization theory falls under the rubric of ecological theories rooted in studies conducted by University of Chicago sociologists, beginning with research by Shaw and McKay (1931; 1942). Ecological refers to the multifaceted environment—physical, social and economic—that bears on individual behavior and aggregate phenomena. The Chicago theorists developed ecological models to explain findings that delinquency and crime were related to areas that were witnessing decay and physical deterioration. The work of Shaw and McKay and others (Burgess 1925; Thrasher 1927; Lander 1954; Bordua 1958; Schmid 1960; Chilton 1964) provided the basis for understanding how crime is related to community environments.



disadvantage and racial and ethnic heterogeneity are key structural constraints that influence community social organization, and in turn, and the exercise of social control. In Sampson's 1995 discussion of the relationship between community factors and crime, he explicitly draws the connection between social control, social disorganization and social capital (p. 199):

Coleman's notion of social capital can be linked with social disorganization theory in a straightforward manner—lack of social capital is one of the primary features of socially disorganized communities. The theoretical task is to identify the characteristics of communities that facilitate the availability of social capital to families and children. One of the most important factors, according to Coleman (1990:318-20), is the *closure* (that is, connectedness) of social networks among families and children in a community. In a system involving parents and children, communities characterized by an extensive set of obligations, expectations, and social networks connecting adults are better able to facilitate the control and supervision of children.



Source: Bursik and Grasmick, 1993:39

Figure 1. The Basic Systemic Model of Crime

Collective Efficacy

Although the systemic model has expanded the social disorganization framework beyond the private level of control, the majority of ecological studies of neighborhoods today remain focused on how the private level of control manifests itself across neighborhoods in relation to neighborhood structural characteristics (e.g., concentrated disadvantage, residential mobility) and crime. These studies operationalize the private level of control as relationships among neighbors or



expected action toward mutual goals. Individuals or households are surveyed on how likely they are to interact with neighbors or share information or objects, or are asked whether they agree with statements about trusting their neighbors and looking out for their neighbors, or their neighbors' property, and working together to stem neighborhood disorder or other problems. These perceptions, attitudes, and behaviors are psychological and social aspects of neighborhood processes linked to the social control.

A key construct that has recently emerged from empirical studies framed in social disorganization theory is collective efficacy. Collective efficacy is the willingness of residents to act together or cohesively for the common good of the neighborhood. The concept captures the capacity of a community to trust one another, work together to solve problems, resolve conflicts, and network with others to achieve agreed-upon goals (Sampson, 1999; Sampson, Morenoff and Earls, 1999; Sampson, Raudenbush, and Earls, 1997). Collective efficacy links neighborhood cohesion and mutual trust with the developed beliefs and common expectations among residents for intervening to support informal social control (Sampson and Raudenbush 1999:612-613).

Collective efficacy has its origins in earlier research examining social ties and social integration. Studies found that increased social ties among neighbors led to increased ability to recognize strangers and their likelihood of engaging in guardianship behavior against victimization (Skogan, 1986; Taylor, 1988; Taylor, Gottfredson and Brower, 1980). Social psychologist Ralph Taylor's research examined the relationship among and between social processes such as place attachment, neighborhood satisfaction, willingness to intervene, and community participation, and neighborhood outcomes such as fear, disorder and crime. Taylor's model of territorial functioning describes territorial cognitions as "the attitudes an individual holds about the territories with which he or she is familiar. These cognitions may help predict or interpret various territorial behaviors" (Taylor, Gottfredson, and Brower, 1981: 290).

Ralph Taylor's research and recent studies on collective efficacy based on Chicago data from the Project on Human Development in Chicago Neighborhoods (PHDCN) show that there are mechanisms that facilitate control that do not necessarily require strong ties. Collective efficacy specifically refers to a concept based more on expectations for action. It is now recognized that collective efficacy may flourish under strong social networks, but collective efficacy may also be found in neighborhoods that have weak personal ties (Bursik, 1999; Sampson, et. al. 1999).

Studies examining the effect of collective efficacy on crime and disorder have found positive results:



- In a study examining neighborhood violence, using a large data set of individuals and neighborhoods in Chicago, Sampson, Raudenbush and Earls (1997) first showed that collective efficacy was an important neighborhood construct—that it can be measured reliably at the neighborhood level through individual level surveys. They found the relationship between concentrated disadvantage, residential instability and violence to be largely mediated by collective efficacy. Collective efficacy was the greatest single predictor of violent crime, more so than race or poverty.
- Using the same Chicago data set, Morenoff and colleagues (2001) found that low collective efficacy predicts increased homicide. They found no independent association between social ties and homicide rates after controlling for collective efficacy. Furthermore they found that local organizations and voluntary associations were important in promoting the collective efficacy of residents in achieving social control and cohesion.
- Sampson and Raudenbush (1999) extended collective efficacy to explain perceived disorder. They found collective efficacy inhibits the incidence of observed physical and social disorder.
- Browning (2002) found that collective efficacy was negatively associated with both intimate homicide rates and non-lethal partner violence.
- Ross and Mirowsky (2001) found that although residents of disadvantaged neighborhoods self-report lower levels of health and physical functioning than residents of more advantaged neighborhoods, the association is mediated entirely by perceived disorder (social and physical) and the resulting fear. Social disorder was found to have a larger negative effect on health than did physical disorder, signifying that exposure to threats of disorder was the operative factor, not physical squalor. Related to collective efficacy, a concept underlying the authors' definition of social disorder was perceived willingness by neighbors to watch out for each other.
- In a study of women's victimization in public housing, Dekeseredy et al. (2002) found that victimization was higher among those individuals who perceived collective efficacy (measured at the individual level) to be lower.

Given these findings, many researchers have begun to discuss collective efficacy as synonymous with social capital. Neighborhoods with high levels of collective efficacy stand in direct contrast to disorganized neighborhoods.

Apart from crime, studies examining collective efficacy or similar constructs (e.g., willingness to intervene) have also found significant results. In a study analyzing neighborhood social processes and home repair and renovation found that increased collective efficacy was related to self-reported home repairs and improvement (Perkins, Brown, Larsen and Brown, 2001). Examining the relationship between collective efficacy and health, Browning and Cagney (2002) found that collective efficacy predicted self-rated physical health above and beyond a wide range of relevant individual and neighborhood level characteristics. Collective efficacy also conditioned the positive



effects found between individual level education and physical health—as collective efficacy increased, so did the protective effect of education. Ross and Jang (2000) found that individuals who perceived their neighborhoods as having high levels of disorder were more fearful than those who reported living in orderly neighborhoods. Those reporting more informal integration with neighbors were less fearful of victimization. Essentially, neighborhood integration buffered perceived neighborhood disorder and disorganization.

In summary, evidence is beginning to mount that collective efficacy, and neighborhood social and psychological processes like collective efficacy, are associated with desirable neighborhood outcomes such as reduced crime and disorder. These findings have encouraged policy discussions, suggesting that not all disadvantaged neighborhoods are the same with regard to isolation and disorganization. There are poor neighborhoods that can foster social control (Velez, 2001). Academics are cautiously optimistic about these findings, aware that research on collective efficacy is in its infancy and hence, many of the findings of the studies discussed above have not yet been replicated outside of Chicago.

THE SYSTEMIC MODEL AND THE ROLE OF LOCAL COMMUNITY ORGANIZATIONS

According to the systemic model of social disorganization, local neighborhood organizations have a role in the community as mechanisms that can increase social control. Organizations fit into the model of social disorganization and collective efficacy generally through Hunter's second level of control—the parochial order. Organizations build secondary relational networks of individuals that increase effective socialization. As individuals interact, friendships are created, values are transmitted and socialization takes place. Schools and recreation centers, for example, are places where youth have peer-to-peer interaction, youth-to-mentor interaction, and develop strong friendships. These bonds foster informal social control and cohesion. These interpersonal bonds formed through contact with community institutions and organizations can also foster bonds to formal agents of control such as the police or other government agencies. As interaction increases, trust increases. The link to government agencies is the tie that brings the public layer of control in contact with the private and parochial layers. Essentially, the ties formed through organizations can help secure extra-local resources needed for community functioning. For instance, organizations can directly advocate for more police presence or other government services.



A strong institutional base can also offer employment opportunities for adolescents. Employment, in turn, may bring community benefits through economic gains and monitored supervision that lead to increased school attainment through the transmission of shared values (Sampson and Laub, 1993). Furthermore, the availability of employment opportunities for adults can increase the number of positive role models available to youth. Essentially, institutional capacity provides residents with more mechanisms for becoming connected with each other and organizes individual actions around collective goals (Connell and Kubisch, 2001).

In addition, parochial control may be built through shopping in one's neighborhood and patronizing local businesses such as grocery and clothing stores and banks (Bursik, 1999; Hunter, 1974, 1978; Sampson and Groves, 1989). Based on empirical findings that business patronage had a strong effect on social control,⁴ Bursik (1999) has suggested that secondary relational networks formed through local business patronage may be effective in transmitting information that may influence attitudes and beliefs.

Essentially, organizations are more than vehicles of social integration. Organizations link the three layers of social control together. Communities can be distinguished by the characteristics of their organizations. The social disorganization framework suggests that organizations may vary on social capital generating characteristics, and that isolated organizations may be linked to disorganized communities (Sampson, 2001a:10):

The institutional component of social control theory is the resource stock of neighborhood organizations and their linkages with other organizations, both within and outside the community. Neighborhood organizations reflect the structural embodiment of community cohesion, and thus the instability and isolation of local institutions are key factors underlying the structural dimension of social organization.

The variation is hypothesized to be due to neighborhood structural constraints (i.e., residential instability, heterogeneity and socioeconomic composition).

Other Research Relevant to the Role of Organizations in Neighborhoods

The role of organizations has also been developed in theories outside, but related to, social disorganization theory. Putnam (1993, 2000) stresses the role of voluntary associations as the primary source for the development of social trust and horizontal social networks. Similar to the systemic model, he argues that voluntary associations (which include organizations and institutions)

⁴ Social control was measured by asking "Would most of the people whose opinions you value lose respect for you if you were arrested for physically hurting another person on purpose?"



serve as the intermediary link between residents and the political system. The political system is the keeper of tangible resources that neighborhoods desire to sustain health and prosper.

The work of Wilson and other urban scholars studying poverty and the neighborhood effects⁵ of living in poor neighborhoods argues that disadvantaged neighborhoods have difficulty maintaining local institutions and attracting new ones. Wilson argues (1987, 1996) that communities experiencing economic deprivation have also been experiencing decreasing vertical integration of middle- and lower-class black families, which increases social isolation and the disintegration of institutional control and the capacity for informal supervision within neighborhoods. In a review of the literature on how neighborhood affects child and adolescent outcomes, Jencks and Mayer (1990) identified five theoretical frameworks for linking individuals with neighborhood processes, and one of the five models directly includes the role of organizations. The *neighborhood institutional resources* model states that institutions and organizations are resources that provide stimulating learning and social environments that aid in healthy development of children. The availability, accessibility, affordability and quality of these resources all influence neighborhood outcomes related to children and youth (Jencks and Mayer 1990; Leventhal and Brooks-Gunn, 2000). Researchers agree that poor residents may not have the ability to find resources or services if neighborhood services are of poor quality or entirely absent from the community (Ellen and Turner, 1997). Wacquant (1993) states that organizations that generally would provide goods and services (such as grocery stores and banks) have either fled or remain but exclude impoverished residents, no longer acting as vehicles of social integration.

Of great concern is that neighborhoods that experience the greatest need for services—whether crime control, human development or social or basic municipal services—may be neighborhoods that have the lowest capacity to deal with deeply rooted community problems. For instance, in disadvantaged areas, the impact of traditional criminal justice practices as a means of creating fundamental change may be limited (Miethe and Meier, 1994; Reiss and Roth, 1993). Essentially, the link to the public level of control is often seen as restricted because relations between community residents and government agencies may be fraught with tension and mistrust. In addition, the effects of traditional efforts may be overwhelmed by the enormity of the crime problem and related issues. Extremely disadvantaged communities may have:

⁵ This body of literature is sometimes referred to as the “underclass” literature, and more recently as “neighborhood effects.”



- Severe physical disorder such as decaying, vacant and abandoned buildings (Skogan, 1990);
- Large numbers of people in need of substance abuse treatment (Bandura, 1997; 1999; Bursik and Webb, 1982);
- An intimidating “oppositional culture” that glamorizes violence (Anderson, 1990);
- Large numbers of unsupervised teen-agers and other signs of social disorder (Sampson and Wooldredge, 1987; Veysey and Messner, 1999);
- High levels of fear (Kelling and Coles, 1996), and distrust of the government (Coleman, 1988, 1990); and
- Structural disinvestment/decaying economic base (Wacquant 1993; Wilson, 1987, 1996).

Community advocates are concerned that these severely disadvantaged neighborhoods may not be capable of generating the social capital necessary to increase well-being.

INSTITUTIONS AND ORGANIZATIONS AS PLACES: ROUTINE ACTIVITIES

As attention to collective efficacy and related concepts has grown over the last decade, researchers have recently begun to emphasize that studies examining causal mechanisms leading to poor neighborhood outcomes should include how land use patterns and the ecological patterns of daily routine activities influence well-being (Coulton, 2001; National Research Council, 2002; Sampson, 2001a:11). The placement or *location* of organizations and institutions would be a key feature in the distribution of opportunities for socialization. This would include locations of organizations such as churches, schools, recreation centers, and service organizations as well as commercial establishments such as shopping malls, mini markets and restaurants. Studies addressing the ecological patterns of opportunities as delivered by places such as organizations generally are found in studies framed in routine activities theory (Cohen and Felson 1979; Felson and Cohen 1980; Felson 1987; Felson 1994).

This perspective sheds insight on crime within an opportunity framework. It posits that crime requires a motivated offender, suitable target and the absence of capable guardians. The physical environment and land use types provide differential opportunities under which the three aspects converge in time and space. Routine activities adherents would argue that disorganized communities have more opportunities for crime because there is less formal and informal guardianship of behavior. Disorganized communities exhibit fewer pro-social opportunities that provide structured activities with capable guardianship. Hence, a corollary hypothesis would be that



opportunities for crime would be fewer where there are schools, recreation centers and after school programs that have teachers, mentors, and recreational managers—places that limit the potential for misbehavior or crime to occur (Cohen and Felson, 1979).

LIMITATIONS OF CURRENT RESEARCH ON INSTITUTIONAL CAPACITY

When studying neighborhood outcomes, empirical studies based in social disorganization theory and Taylor's territorial functioning model largely examined participation in organizations at the expense of examining the numbers, types, capacity or quality of local institutions. Survey-based data on participation has shown that increased participation in neighborhood organizations is related to lower rates of officially-reported violence (Sampson and Groves, 1989; Taylor, Gottfredson and Brower, 1984) and self-reported delinquency (Simcha-Fagan and Schwartz, 1986). Participation has also been linked with high levels of community cohesion (Chavis and Wandersman, 1990; Perkins, Brown and Taylor, 1996; Unger and Wandersman, 1985). Recent studies incorporating both participation variables and collective efficacy constructs show that participation is not as strong of a predictor of positive neighborhood outcomes as collective efficacy (Morenoff, Sampson and Raudenbush, 2001).

The attention to community participation at the expense of actual organizational capacity may be partly due to the focus on individual-level behavior. Wandersman (1981) developed a theoretical framework of participation in community organizations that included elements of organizational capacity, but the focus was on explaining how *individual* participation can benefit communities. Similarly, collective efficacy generally has been examined as an individual-level concept (Bandura, 1997; Sampson and Raudenbush, 1999). As Sampson, Morenoff and Earls (1997:634) assert, "recent efforts seem to have bypassed Coleman's essential theoretical claim—that social capital is lodged not in individuals, but in the structure of social organization."

To our knowledge, outside of participation as a measure, there have been relatively few published studies that have tested for positive influences of organizations on neighborhoods. With regard to crime, Peterson, Krivo and Harris (2000) examined whether different types of institutions mediated the relationship between economic deprivation and violent crime. Examining rates of violent crime and the presence of institutions that were hypothesized to be either attractors of crime or inhibitors of crime for census tracts in Columbus, Ohio, they concluded that communities may reduce violent crime somewhat by developing an institutional base that has more of some types of institutions, particularly, recreation centers. Their research was limited to only measuring the



presence/absence and number of institutions, and they stressed the necessity for research that included more details about local institutions in order to capture the crime-controlling aspects of the local institutional base. Other studies, as well, have recognized that their research on institutions is limited by the measures of organizations and institutions. Morenoff and colleagues (2001:553) specifically addressed this limitation in their research study and stressed the importance of a more rigorous measure of institutions:

In conclusion, we should emphasize that perhaps the biggest limitation of the present analysis concerns our measures of organizations and institutions. Drawn from survey (self) reports, we are limited to resident' perceptions of the organizations in the areas. Residents may be mistaken, of course, suggesting independent data are needed on the number and type of organizations, along with their geographical jurisdictions. But probably more germane, it is not clear that the number of organization is the key factor in social organization. Applying the logic we used for ties and efficacy, it may be that the density of organizations is important only insofar as it generates effective action on the part of the organizations that do exist. One can imagine a community with a large number of dispirited and isolated institutions, perhaps even in conflict with one another. This is hardly the recipe for social organization, suggesting that dense institutional ties are not sufficient. We therefore hope that future research is able to make advances in two ways—better objective measures of institutional density and direct measures of organizational networks and processes of decision making that are at the heart of making institutions collectively efficacious.

Further limiting sociological studies examining the efficacy of organizations is that the literature on efficacy—or *capacity*—is found under disciplines separate from sociology and criminology. It is the community development literature that has assembled a body of research articulating the importance of building capacity—capacity to provide pro-social vehicles of integration and socialization to impoverished communities. This literature specifies that organizations can be the bridge between people and their neighborhoods to assist in revitalization efforts. Community building emphasizes the role organizations can play in building community capacity (Connell and Kubisch, 2001; Ferguson and Stoutland, 1999; Vidal, 1996). This literature views organizations as vehicles that can mobilize neighborhood change through empowering residents to act on their own behalf or their neighborhood's behalf. The sections that follow briefly summarize this literature.

THE CAPACITY OF COMMUNITY ORGANIZATIONS

Local institutions and organizations serve a variety of functions in communities beyond increasing opportunities for effective socialization. They directly provide financial, human, political,



and social resources to the community. Organizations act as mobilizing agents to put community-building efforts in motion. They also develop leadership, build community solidarity, and engage individual citizens in collective interests. They provide opportunities for individuals to share information and act collectively to respond to problems. Although individual residents within an organization can subjectively feel empowered to act, it is the organization that provides the structural access to power and resources (Breton, 1994). Organizations also provide stability over time as individuals move, tire, or refocus their efforts and priorities elsewhere.

Organizations build solidarity by providing a forum that can be used to educate residents and the public about problems and strategies for solutions. The process of education, sharing, discussing and debating can lead to building consensus about local problems. This, in turn, gives the group power and solidarity when presenting to local government, or collaborating with local law enforcement to address problems.

The community, organized as a group, can generate participation and develop the community resident side of the partnerships or initiatives that involve government agencies. This engagement is a key component in building trust between residents and the government. The circle of trust is extended beyond one's personal network to incorporate people not personally known (Yamagishi and Yamagishi, 1994). Public service provision is fundamentally different when those receiving services are not engaged in the process of defining the nature of services to be delivered or problems to be addressed (Alinksy, 1969; Duffee, 1996; Putnam, 2000; Spergel, 1976). Community organizations are often the chosen vehicle for participation in collaborative initiatives.

In assisting the extension of trust beyond kinship and close interpersonal networks, organizations are essentially aiding in the transmission of values of cooperation towards citizens in general. This has been referred to as public civiness or civic engagement (Stolle and Rochon, 1998). Studies have demonstrated that participation in nonpolitical organizations stimulates political involvement and interest (Erickson and Nosanchuck, 1990; Olsen, 1972; Verba and Nie, 1972).

Defining Community Organization by Type

There are many types of community organizations. Different types of organizations may serve different purposes in the community. Below, we categorize organizations and institutions by their functions.

- **Issues-Based Organizations.** Issues-based organizations are focused broadly on a specific issue or mission, such as youth violence, and often have a geographic focus in the area. A local youth collaborative is an example of an issue-based organization, and may offer a variety of youth prevention and intervention programs, as well as intense



networking among local organizations. Community development corporations (CDCs) can be viewed as a subset under this category. CDCs are collaborations of many local non-profit and community-based organizations with a general mission of community revitalization with regard to improving housing and increasing economic development.

- **Neighborhood membership-based organizations** such as neighborhood watches and block watches, are made up of groups of local members from a specific geographical location who gather to address a particular pressing concern or quality of life in general within that geographic area. The common denominator in membership-based organization is often place. The proximity to other people, places, or businesses creates a common concern for neighborly interaction, safety, revitalization, etc.
- **Direct Service Organizations.** These local organizations offer services to the community with regard to human development, but may not provide an opportunity for volunteerism or meetings. The local health clinic, a job development center, or a non-profit established to transitional housing to residents are all examples of direct service organizations. These organizations provide valuable services to residents in the community with the intent to build individual human capital.⁶ Service organizations respond to the needs of the community.
- **Faith-based Organizations and Institutions** are affiliated with America's religious congregations and faith-based charity groups, serve local areas and often rally around the issues of health care, poverty, and crime and justice in the local area in which communicants live or have an interest. The local religious congregation can provide a variety of services, from food-bank to emergency shelter, and mentoring services. The religious institution is often the last remaining institution within a community that is devoid of other types of institutions (Rose, 2000). Rose lists six characteristics of religious institutions that give them a unique role in the community: (1) they are in every community, (2) they are more stable than other institutions and have an enduring membership base, (3) religious institutions bring together a “cross-section of the community,” (4) they promote activism, therefore strengthening social control, (5) they foster ties in the neighborhood, and (6) they aide in the development and maintenance of other organizations in the community.
- **Pro-social places** refer to institutions that offer opportunities for adults and youth to enjoy social and recreational activities. These include parks, recreation centers, libraries and schools. These local organizations or institutions are often stable community landmarks. They are easily recognizable, and serve a variety of purposes, from offering a place to gather to providing supervised instruction and services to youth and adults. For example, a local recreation center may provide structured sports and computer activities for youth as well as training and education classes for adults in the evening. They are often trusted places where children and adults in the community can seek recreation and cultivate relationships.

⁶ Human capital can be defined as the skills, knowledge and abilities important for individual well-being and community economic growth (Becker, 1964; Schultz, 1961, 1962).



- **Residential Services.** In addition to the above organizations, neighborhoods have local businesses, such as commercial, financial and retail services. These types of businesses include small businesses, banks, real estate services, beauty salons, grocery stores, furnishing stores, hardware stores, gas stations, drug stores, automobile repair, mini-markets and restaurants that provide residential services to neighborhood residents. These businesses provide for the immediate needs of local residents and add to quality of life in the community (Bingham and Zhang, 1997; Stanback, et al., 1981). The sociological literature argues that poor neighborhoods are often isolated from services (Bursik, 1999; Wacquant 1993) and that, given the low income status of residents in these neighborhoods, there is no effective demand for commercial, financial, and retail services (Hunter, 1978).

Capacity Characteristics

In addition to varying functions, organizations have different capacities to serve their communities. Furthermore, even within the same types of organizations, organizations will have varying capacities. The sections that follow synthesize the research from a number of fields, including the nonprofit literature, organizational theory, community psychology, and community development literature into key organizational features that embody capacity. The focus is on extant research that has conceptualized and measured dimensions of the *capacity* of the local institution or organization. Capacity refers to the neighborhood capacity of the organization, or the potential capacity of the organization to act as a vehicle of socialization, not merely the ability of the organization to meet its specified goals. Capacity is distinct from organizational effectiveness, or the set of attributes assumed to bear on effectiveness, although the two may be correlated (Eisinger 2002). We maintain this distinction because, conceptually, capacity and effectiveness are different, although the literature sometimes uses the terms interchangeably. Almost every organization that reaches its stated goals can be said to be effective, from the 10-member block group to the 50 person staffed health clinic. However, the staffed health clinic that is able to serve a large number of local neighborhood residents would be characterized as having more capacity. Capacity, therefore, is a measure of scope and ability to reach the greatest number of residents with regard to improving overall well-being. Capacity is multidimensional—it can be related to financial resources, human, political and social aspects of an organization (Glickman and Servon, 1998; Vidal, 1996).

Furthermore, these dimensions are not mutually exclusive and in actuality, are complementary. For instance, the more financial resources an organization has, for instance, the more human resources, such as staff, the organization may have. A particular resource or dimension alone cannot define capacity; capacity is the combination of all assets that relate to an organization's ability to serve the community. In Meyer's (1994:3) examination of community development



partnerships, he provides a definition useful for this study: “community capacity is the combined influence of a community’s commitment, resources, and skills which can be deployed to build on community strengths and address community problems.” Defining capacity in this way is particularly relevant because the concept of capacity sets the role of the organization in the community development literature apart from the role of organizations as defined by the social disorganization framework. Within the community development literature, organizations serve as mobilizing entities toward collective action. Organizations engage individuals in activities that promote community well-being—passively or actively. In order to better understand the various dimensions of capacity, we reviewed the literature to develop a common “skill set” or characteristics of organizations that could be equated with capacity. The dimensions uncovered by the literature review include: basic demographics and stability, vision and mission, leadership, resources, outreach and networking, and products and services.

Basic Demographics/Stability

Basic demographics refers to the type of organization, size and years in the community. Instability of organizations, like instability of residents, is hypothesized to contribute to the disorganization of neighborhoods. Wandersman (1981) identified size and stability as important variables when studying participation in communities. In a panel study of organizational life cycles, an organization’s size and age were important predictors of how likely an organization is to survive (Hager, Galaskiewicz, Bielefeld, and Pins, 1996: 984). Hager and colleagues surveyed organizations that had ceased operating and found that “too small and “too young” were often among the reasons for organizations’ demise.

Vision and Mission

An organization’s vision is often articulated by a mission statement. Mission statements define the organization’s purpose and can be used as both a planning tool and performance measurement tool. Devita and Fleming (2001) describe the vision and mission as a guiding principle to assess the organization’s needs, seek funding, and organize outreach activities. The mission statement can also be a guideline for measuring the effectiveness of the organization’s work. Studies suggest that the presence of a clear, concise mission statement, with articulated goals and objectives is important to an organization’s success in the community (Deich, 2001; Weiss, 1995).



Leadership

The literature on organizational behavior suggests that dynamic leadership may lead to organizational success (Glickman and Servon, 1998). However, it is important to note that leadership “is one of the most difficult issues to explore” within organizations (Light, 2002: 92) because the term is difficult to define and measure. Strong leaders may inspire a community, make things happen, and coordinate activities. In particular, leaders help facilitate the networking process. DeVita, Fleming and Twombly (2001: 19) state that “effective leaders enhance the organization’s image, prestige, and reputation within the community and are instrumental in establishing the partnerships, collaborations, and other working relationships that advance the goals of the organization.” Organizations can cultivate leadership by providing opportunities for individuals to act in this capacity. In turn, organizational leaders can help to develop other leaders and galvanize committed followers in the community. In this sense, leaders play a key role in the development of community voice (Lowndes and Wilson, 2001).

In addition to dynamic leadership, the general leadership structure of an organization has also been hypothesized to predict organizational effectiveness. The structure describes the centralization of power and formalization of roles in an organization. Structure can impact the ability of an organization to succeed in its stated mission (Glickman and Servon, 1998; Glisson and Hemmelgarn, 1998; Glisson and James, 2000). Tangible characteristics of organizations that demonstrate or describe structure include, for instance, whether an organization has bylaws or a Board of Directors, or whether an organization provides ongoing training and workshops specifically designed to improve organizational functioning. Structure is closely related to organizational climate—characteristics that describe the work environment that might influence attitudes and beliefs of staff members. An organizational structure that promotes equality and supports career growth may increase job satisfaction and commitment of staff (Glisson, 2002).

Resources

Resources are the tools that enable the organization to further their activities and attain goals. However, resources by themselves do not constitute capacity. Vidal (1996:15) reinforces this point by explaining that “outside resources and other types of support are critical, but resources alone do not ensure success...the (CDCs) that have been most productive over times have the benefit of stable, capable leadership...act strategically...and make their varied activities mutually reinforcing in ways that enable their growing experience to increase the capacity of the organization.” Resources can be classified further as human, financial, and technological.



Human resources refer to the paid and volunteer human capital within an organization. Studies have suggested that competent and stable staff increase an organization's capacity (Glickman and Servon, 1998; Leiterman and Stillman, 1993). Capable staff can include the use of consultants to buoy expertise in various fields. Eisinger (2002), in a study of food assistance programs, found that more paid workers and a high ratio of volunteers to clients are indications of high capacity. However, while more paid staff was associated with greater effectiveness, more volunteers was not associated with greater effectiveness.

Financial resources include the funding base and operating budget of local organizations. Organizations should be able to generate and acquire resources from grants, contracts, loans and other mechanisms. "The ability to increase, manage, and sustain funding is central to an (organization's) ability to build capacity" (Glickman and Servon, 1998:506). Some researchers have suggested that reliance on multiple funders and long-term planning (i.e. multi-year operating budgets) provides more stability and increases the organization's autonomy (Glickman and Servon, 1998; Vidal 1996).

Technological resources such as databases, websites, tracking systems, listservs, and access to email (DeVita, Fleming, and Twombly, 2001) can be used to help keep track of members, recruit members, increase resources, and plan events. Technology can be used to improve the organization and the organization's capacity to meet their goals. For example, organizations that have computerized performance monitoring systems may also have established strong methods to assess progress, re-evaluate their work and remain responsive to the populations they serve. Data systems may facilitate evaluation as well as the ability to write strong grant proposals that bring in government and private dollars. Research on partnerships shows that successful partnerships use indicators or performance measures to track progress and outcomes (Coulton, 1995; Deich, 2001; Hatry, 1999). These resources have been linked to increased capacity (Backer, 2001).

Outreach and Networking

Outreach and networking represent the horizontal and vertical linkages with other individuals, organizations and government agencies. These linkages are synonymous with *integration*. The goal of outreach is to increase public relations and strengthen the horizontal dimensions—links among residents and other organizations within a community. Outreach helps establish an organization's connection to the community it serves. Outreach increases opportunities for peer-to-peer connections, mentoring and information sharing. Researchers argue that effective capacity building takes place when these connections occur (Backer, 2001). Closely related to outreach is



networking—establishing close relationships and ties with other organizations in and outside the community (vertical integration). Vertical connections can strengthen connection to political or government resources external to the local community (DeVita et al, 2001; Putnam, 1993, 2000; Tilly, 1996). The ability to network has been hypothesized to be a key predictor of capacity because it is a form of resource leveraging (DeVita, et al., 2001; Keyes, Bratt, Schwartz, and Vidal, 1996; Glickman and Servon, 1998). Putnam (2000) characterizes the ability and extent of resource leveraging among institutions and organizations as “external bridging” and emphasizes its importance in building social capital. The concept of bridging is closely aligned with the linkages between the parochial and public layers of control in the systemic model of social disorganization. Others refer to the ability to leverage extra local resources as *political capacity* (Glickman and Servon 1998). This refers to both the influence of the organization within political domains and its legitimacy within the community it serves.

Galaskiewicz and Bielefeld (1998) found that isolated organizations are most likely to struggle and fail. Isolated organizations have no mechanisms for increasing organizational relationships that build social capital and are vital to organizational stability. Interestingly, Hager et al (1996), who found that small size and young age were strong predictors of the organization’s demise, found that the only variable correlated with small size and young age, according to respondents, was a disconnect with the community. This finding strengthens the argument that networking is an important variable for organizational capacity and vitality.

Products and Services

Products and services are the outputs of the organization. Essentially, outputs are what the organization does and what it produces. The service aspect captures the service capacity (e.g., provide food and shelter to one hundred residents). Services can represent the direct social service support provided to residents in domains such as health and mental health, education, and employment. An organization may provide services in multiple domains. For instance, a church may have a homework support program for youth as well as a job skills program for adults. The products aspect captures other outputs that relate to how an organization reaches the community, like newsletters or annual reports. Products and services are closely related to resources, but are essentially a distinct dimension of capacity (DeVita et al, 2001). Performance indicators are often used to capture outputs with regard to services, which then, in turn, can be used to demonstrate outcomes (Hatry, 1999).



THE CURRENT STUDY

The preceding sections summarize the theoretical and empirical findings related to the role of organizations in generating social capital. The social disorganization framework is limited in articulating the role of organizations, basically stating only that organizations increase secondary relational networks that are important as a socialization tool in generating social control. A detailed articulation of how organizations socialize individuals is missing. Similarly, there is no discussion of which organizations are relevant for positive community outcomes. Are certain types of organizations better for increasing socialization? In addition, empirical studies have rarely gone beyond asking individuals about participation in secondary networks. The community development literature, however, discusses how organizations can mobilize communities around collective action. The literature explores *capacity* as an important feature for organizations *and* neighborhoods. Services and characteristics of services and organizations that embody capacity become important variables in this literature. The social disorganization literature does not explicitly include discussions of how organizations in the neighborhood provide direct services to the neighborhood, such as building houses, providing medical services, or job training.

The current study is an attempt to address the limitations of extant research by constructing a measure of community institutions and organizations that captures their role in generating social capital. Integrating the sociological theory and the community development literature, our goal is to develop a measure of *community institutional capacity* (CIC) that fits within the three levels of control (Hunter, 1985) as posited by current systemic models of social disorganizations (see Figure 1). Can aggregate measures of organizations in neighborhoods be used to describe mechanisms of social control? The challenge is to tap into the presence of organizations that have the capacity to work as socializing mechanisms in the community.

Hence, for this study, core concepts are *capacity* and *presence*. Presence can be viewed as a dimension of capacity. If an organization is not present in or nearby a neighborhood, it may have no relationship to or use for that neighborhood. Unfortunately, there is very little research that has systematically examined how to operationalize *presence*. The importance of understanding location has been emphasized when studying poverty (for review, see National Research Council, 2000), and with regard to crime (Felson, 1994; Sampson, 2001) but few studies have expounded on how best to operationalize the presence of services or organizations. Must organizations be *in* neighborhoods to be worthy organizations? Or can they be nearby? What is accessible? How *close* must organizations be to be useful for residents? Does location and access matter when studying the social capital of



neighborhoods? The ideal measure would have the ability to capture the presence and number of organizations, as well as the ability to capture the characteristics of organizations that embody capacity, as discussed in the preceding sections of this report. This report explores these issues and questions. In many ways, this study is exploratory. We attempt to address these questions by exploring various methods for measuring presence and accessibility of organizations, as well as other characteristics of organizations that embody capacity.

THE MODEL

In this section we present our conceptual model of community institutional capacity. socialization and collective action. The model is set within a social disorganization framework, but integrates community development theories on capacity to fully explicate the role of organizations in social organization. High capacity institutions not only act to increase secondary relational networks, but also expand the neighborhood's ability to transmit pro-social norms and achieve collective action (whether perceived or actual) around common goals. High capacity institutions also offer tangible resources for residents that assist with the development of human capital. This development of human capital is part of collective action. As individual efficacy increases, so does the possibility of collective efficacy and actual collective action. In turn, collective efficacy and collective action lead to the exercise of control at the private, parochial and public levels. High capacity institutions should also directly influence socialization, as some organizations, such as schools and churches, take on the task of socialization. The proposed relationships within an integrated framework are illustrated in Figure 2. The solid arrows portray the relationships relevant for this study. The dotted arrows show the relationships that have been established by previous studies, but are not the subject of this study.

Furthermore, community institutional capacity captures both the characteristics and functions of organizations, as well as their location or presence in the community. We argue that the location of organizations plays a central role in its importance and utility to the community. Location is a dimension of capacity. Location relates not only to the presence of organizations, but to the *density* and *accessibility* of organizations in the neighborhood. The number of organizations within a neighborhood will play a role in social organization, as well as the actual distances between neighborhoods and organizations.

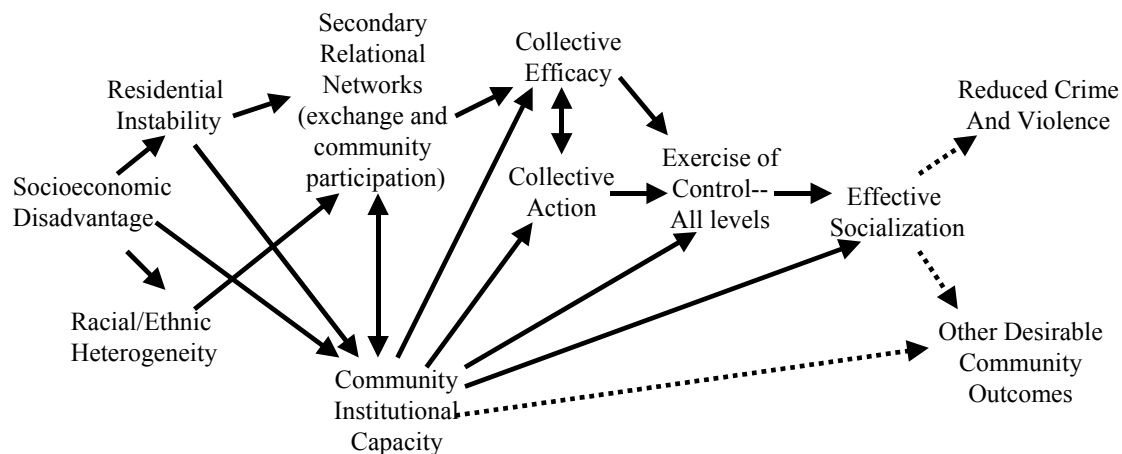


Figure 2. Community Institutional Capacity Model

Together, the characteristics and locations of organizations can be used to describe the social capital-generating function of organizations. The following chapter details the methods utilized to develop a representative measure of community institutional capacity.



CHAPTER 3 METHODS

DESIGN OVERVIEW

The main goal of this study is to develop an accessible measure of *community institutional capacity* (CIC). To do this, we explore various methods of measuring organizations that can be aggregated to the neighborhood level. To examine the utility of the measures explored we test the validity of the measures by comparing them to established measures representing desirable neighborhood characteristics. We utilize collective efficacy and similar measures of neighborhood cohesion as criterion measures to establish the construct validity of the new measures. The overall construct validity and predictive validity of our measure will be central to its success as a measure of social capital. The measure being developed relies on data collected on organizations—on inexpensive publicly available data or data that requires little expense to collect. In addition, to examine construct validity, we collect data for our criterion measure(s). Data for the criterion measures are collected using the traditional methods to examine collective efficacy and related constructs—through household survey responses aggregated to neighborhoods. We examine the relationship between the new measures and the criterion measures. The criterion measures include collective efficacy, cohesion, control, reciprocated exchange, neighborhood satisfaction, community confidence, neighborhood patronage, and participation in voluntary associations. We expect that community institutional capacity will correlate highly with these eight measures of neighborhood social life. Overall, this study is designed as a cross sectional examination of the variations in social capital resources—related to organizations and institutions—found in a disadvantaged neighborhood in Washington, D.C.

THE SAMPLE

The Target Community and Unit of Analysis

The target community consists of the Congress Heights/Bellevue/Washington Highlands neighborhoods in Ward 8 of Washington, D.C. (hereafter referred to as Greater Washington Highlands). These neighborhoods make up Neighborhood Cluster 39, and comprise roughly one-



third of the area of Ward 8. Neighborhood clusters have been defined by the Washington, D.C. Department of Planning for use in planning and government service delivery. Greater Washington Highlands is located in far Southeast Washington, DC (See Figure 3).⁷ The neighborhood borders Prince George's County, Maryland to the east, Bolling Air Force Base to the west, and a large tract of land housing the D.C. Police Academy, Job Corps, the Impound Lot and other government services (non-residential) to the south. Greater Washington Highlands (GWH) was chosen as a study site for a number of reasons: (1) GWH is one of D.C.'s most disadvantaged neighborhoods, (2) GWH is physically isolated from the larger city by a large highway and non-residential tracts of land, (3) The Urban Institute has a history of working in the community, and (4) Washington Highlands is beginning to undergo community changes as two large public housing complexes are razed to make room for mixed-income housing. GWH is a predominantly black, low-income neighborhood, with median household income ranging from \$21,000 to \$31,000 and per capita income ranging from \$8,000 to \$12,000.

For this study, the unit of analysis is the block group. Greater Washington Highlands consists of 29 block groups. In 2000, the 29 block groups had a total population of 47,420 and 7,520 housing units. Block groups are groups of census blocks with roughly a population of 1,000 to 2,000 that are generally similar in demographics. The block group size in GWH ranges from 0.09 square kilometers to 1 square kilometer, with populations ranging from 450 in a block group to 3,300.

Block groups were chosen to provide variability on our measure of organizations. Blocks would be too small of a unit, with the majority of blocks having no organizations. Census tracts were determined to be too large, in that research has found the neighborhood processes under study are best examined at levels closer to the block (Taylor, 1997, Taylor, et. al., 1984).

Sample of Organizations

Because our goal is to understand secondary relational networks and local resources related to neighborhood institutions and organizations, we compiled information on all organizations, businesses and institutions in the target area and right outside the target area that provide some asset or resource to neighborhood residents. Twenty-nine block groups make up the target area, but four contiguous block groups were included for data collection for the organization survey because

⁷ The map of Greater Washington Highlands consists of 30 block groups. The study sample excludes one block group that was occupied by St. Elizabeth's Hospital—a federal hospital for residential treatment of the mentally ill. The hospital's campus is gated; there are no residential households or organizations within that block group.

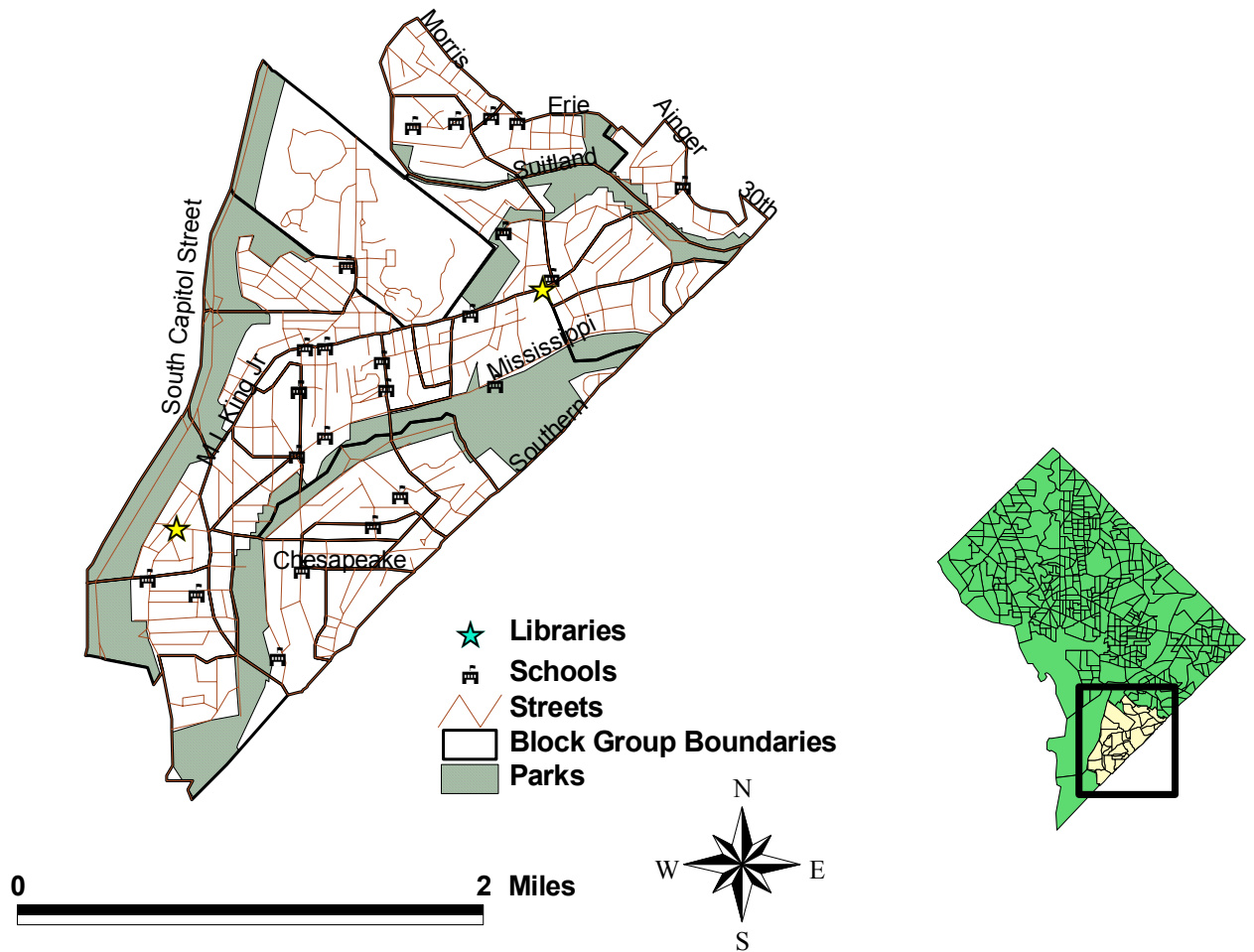


Figure 3. Greater Washington Highlands



organizations nearby the target area are relevant for this study.⁸ Government agencies located in the neighborhood were not included because these agencies would more closely approximate the public level of control. The types of organizations included in the study are listed below. Using the social disorganization and community development literature as a guide, we created a typology of organizations⁹ that captures their hypothesized role in the community.

- **Community-based organizations and social service organizations** that have a recognized role as assisting the community. These organizations include emergency shelter and counseling services, neighborhood and tenant associations, community councils, Boys and Girls Clubs, crime prevention programs, neighborhood watches, local civic groups, local political organizations, community development corporations (CDCs) and other non-profit community based organizations. All local social service programs (not run by the government) that provide human development services like job training programs, literacy, and mentoring programs¹⁰ were included.
- **Churches and Other Religious Institutions.** Research has demonstrated the role of the church as a mechanism of social control—through the concentration of people with similar values (Stark et al., 1980), social solidarity (Bainbridge 1989), impact on the family structure (Peterson, 1991), and, most recently, parochial control (Bursik and Grasmick 1993; Rose, 2000). In addition to providing a forum for religion, teaching, socializing, and activities, the religious institution may provide valuable services to the residents of the community, which often reaches beyond the members of the congregation. This category represents places of worship. Faith-based social service organizations, such as Southeast Ministries or day care centers associated with a religious institution, are located in the first category.
- **Pro-Social Places/Institutions.** This category of organizations represents schools, libraries, parks, and recreation centers. The routine activities perspective suggests that these organizations/places are pro-social meeting places, where youth and adults interact, often under supervision. Also, the systemic model of social disorganization would argue that interpersonal bonds may be likely to form, and, as individuals interact, pro-social norms of behavior may be transferred and maintained, thus promoting effective socialization.
- **Businesses.** The sociological literature argues that poor neighborhoods cannot attract neighborhood businesses and retail development. Institutional disinvestment may lead to neighborhood decline as residents move to neighborhoods that have better local

⁸ The four block groups added to the target area for the organizational survey data collection are on the northwestern border of the target area. We did not add block groups on the south or eastern border because these border are outside of the boundaries of Washington, D.C.

⁹ We use the term *organizations* to include schools, churches and businesses, as well as community organizations.

¹⁰ Data were collected on organizations, not programs. For instance if a Boys and Girls Club had three different programs—one for mentoring, one for literacy and one for computer training, we captured that information under the umbrella organization (i.e., the Boys and Girls Club). In cases where programs were a complete spin-off of a larger program, and that program had its own director and clients, we included the spin-off program as a separate organization. Note that some locations in the target area had a number of organizations operating in the same building. In these cases, organizations were counted independently, not grouped as a single organization.



amenities like restaurants and retail shops. Using research by Bingham and Zhang (1997) and Stanback et al., (1981) as a guide, we include in this category all businesses that provide a residential local service to residents. We refer to these organizations as *residential services*. Table 1 lists examples of these types of businesses.

- **Liquor Establishments.** Because the routine activity perspective argues (and studies have found evidence) that liquor selling-establishments may attract and generate crime and disorder, we include liquor stores and mini markets as a separate category of business (Brantingham and Brantingham, 1982; Dunworth and Saiger, 1994; LaGrange, 1999; Roncek and Bell, 1981; Roncek and Faggiani, 1985; Roncek and LoBosco, 1983; Roncek and Maier 1991; Roncek and Pravatiner 1989). Restaurants that sell liquor to patrons dining on the property remain in the general business category above.

We compiled a listing of community-based organizations and churches from numerous sources. We met with a number of service providers in Greater Washington Highlands to obtain lists of resources in the area. A few organizations had directories or catalogs that provided information on organizations. For instance, The Far Southwest-Southeast Strengthening Collaborative had a large service directory of organizations that directly serve southeast and southwest Washington, D.C.. We also utilized a database that was developed for another project at the Urban Institute. This project examined all community-based organizations serving children and families in Washington Highlands (DeVita, Manjarezz and Twombly, 1999). Next, we compiled information from the National Center for Charitable Statistics database (<http://nccs.urban.org>). This database contains tax information on non-profits that report more than \$25,000 in annual receipts. Data on businesses were obtained from Dunn and Bradstreet market data (2002). Data on parks and recreation centers were obtained directly from DC Parks and Recreation. A listing of schools came from the DC Department of Education. To triangulate data collection on organizations, data were also obtained from PhoneDisc 2002, a comprehensive list of all businesses, organizations, and institutions that have their phone numbers listed in public telephone directories.

Once we had a comprehensive list of organizations and businesses, we geocoded the data using ArcView GIS 3.2 to determine which organizations were located within the target area for the study. Geocoding uses addresses and a street network file to establish each organization's geographic location on a map based on latitude and longitude coordinates. All data were able to be coded to the address level (i.e., 100% geocoding hit rate). After the list of organizations in the target area was established, phone calls were made to a random sample of one half of the businesses to verify that businesses were still in existence. Phone calls were made and letters were mailed to all community organizations and churches to verify existence and address.

**Table 1. Residentiary Services Often Found in Neighborhoods**

Retail		
	General merchandise stores	Eating and drinking places
	Grocery stores	Drug and proprietary stores
	Meat and seafood markets	Liquor stores
	Fruit and vegetable markets	Used-merchandise stores
	Retail bakeries	Sporting goods stores
	Gasoline service stations	Book stores
	Home furniture, and equipment stores	Toy stores
	Radio, television and electronics stores	Gift and novelty stores
Residential Services		
	Laundry, cleaning, garment services	Videotape rental
	Beauty shops	Electrical services
	Barber shops	Legal services
	Automotive repair shops	Accounting and bookkeeping
	Re-upholstery and furniture repair shops	

The final database of organizations contained 334 organizations across the 29 block groups. Table 2 shows the number of each type of organization in the target area.

Table 2. Number of Organizations in Greater Washington Highlands, by Type

Type of Organization	Total Across All Block Groups	Average by Block Group
Community-Based or Social Service Organization	119	4.10
Religious Institutions	37	1.14
Pro-Social Places	51	2.16
Businesses (Residentiary services, no liquor establishments)	94	3.24
Liquor Establishments	33	1.14

Sample of Households

To collect data for the criterion measure, we sampled housing units across the 29 block groups in Greater Washington Highlands, Washington, D.C. The intent was to collect neighborhood level measures of previously validated measures (i.e., measures already established) of collective efficacy, social cohesion and control, and similar constructs. Occupied housing units within the 29 block group target area were identified through DC PropertyView, a data package that includes property maps, assessment database, property centroids linked to the assessment database, census



boundaries and census data, street center lines, zip code boundaries, ward boundaries, and one meter 1995 orthophotography (i.e. digital aerial photographs overlaid on geographic coordinates), for Washington D.C. area. In short, we had property and assessment information for every parcel in the target area. The parcel data utilized came from the DC PropertyView Fall 2001 excerpt, approximately eight months prior to the survey period. This database was the most recent and complete data source available on all residential parcels. First, all non-vacant, residential housing units were selected in the target area. Next, a stratified random sample, by block group, of 725 housing units was selected. Essentially, a total of 25 households were selected from each of 29 block groups, for a total of 725 residential households. The goal was to obtain at least 15 completed surveys for each block group. Following response rates from other door-to-door surveys, we assumed a sixty-percent response rate in drawing the sample.

DATA COLLECTION

Survey of Organizations

To explore dimensions of capacity that include characteristics of organizations as discussed in Chapter 2 (referred to as *organizational capacity*), an organizational survey was administered to all community-based organizations, social service organizations and religious institutions in the target area. The intent was to explore measures of neighborhood capacity that tapped the following dimensions: organizational stability, leadership, human resources, financial resources, technical resources, community outreach, networking and products and services. The survey included multiple questions for each dimension. The questions were derived from the literature review on organizational capacity (Chapter 2), and a small number of questions were derived directly from existing surveys of non-profit organizations.¹¹ A copy of the survey can be found in Appendix A. We could not find any existing public surveys that fully represented the multiple domains of capacity. Pro-social places and institutions, businesses, liquor stores and mini markets were excluded from the survey because the dimensions of capacity we were seeking to measure are not relevant to

¹¹ A number of questions came directly from a survey used by The New York City Nonprofits Project. See J. E. Seley and J. Wolpert, "New York City's NonProfit Sector. May 2002. <http://www.nycnonprofits.org>.



these types of businesses or places.¹² Within the social service organizations category, day care centers and local advisory neighborhood commissions (ANCs) were not surveyed, because not all domains explored are relevant to these organizations. In the end, out of 156 possible organizations, our survey universe was reduced to 106 organizations.

The survey was administered by Urban Institute staff as a telephone survey. The survey took roughly 30 minutes to complete. The survey was pre-tested with three different types of organizations (a church, a community block association and larger anti-crime collaborative) outside of the Greater Washington Highlands area to ensure that the survey would be appropriate for the varying organizations within the community-based and social service organizations and religious institution categories of the aforementioned typology. Survey administration began in late October 2002 and lasted through January 2003. Before survey administration, all 106 organizations were mailed letters of introduction to inform organizations of the project and the survey. Two weeks later, surveys were mailed to all organizations to assist with the phone interview. Organizations were offered the option to return the survey by mail. As an incentive to encourage participation, organizations that completed the survey were entered in a raffle for cash honoraria—one for \$1,000 and another for \$500. By December 2002 we had completed 30 surveys. We conducted site visits to organizations that had not responded or returned phone calls, and mailed a shorter version of the survey (approximately 20 questions), in hope that the reduced length would increase survey participation. Seven more organizations responded by January.

To improve the response rate further, we reduced the survey once more to contain eleven items that captured the majority of the capacity domains. We felt the concerns of low response rate outweighed the concerns of ensuring content validity with regard to the different capacity domains. We recognize this tradeoff, but feel that we could retain content validity with a reduced survey. We determined that the series of questions about outreach and networking was too long, and should be dropped. The final eleven items were generated by determining which questions had the most face

¹² We acknowledge that schools and recreation centers have aspects of capacity related to our measure, however, study resources limited us from developing and administering multiple surveys to all types of businesses and organizations and institutions. We did collect information on recreation center amenities and met with the Director of Parks and Recreation for Ward 8. Conversations with the director and the data collected revealed little variation on amenities for the 10 recreation centers in our target area. Organizations that were independent entities from schools, but that operated at the school is captured in our study under community organizations and social service organizations. In addition, businesses capacity may also be an important construct, but address-level data are not available on number of patrons served or amount of sales. Dunn and Bradstreet Market data included large categories to capture number of employees, but these data were incomplete. Furthermore, we do not believe that capacity of businesses could be adequately measured using number of employees. The overwhelming majority of businesses had from two to nine employees.



validity for capturing the different dimensions. The final questions included (dimensions represented are in noted in brackets): (a) What type of organization is your organization? (b) What year was your organization started [*stability*]? (c) What is your organization's primary program area [*services*]? (d) What human or social services does your organization provide [*services*]? (e) How many people does your organization serve a day [*service capacity*]? (f) Does your organization produce an annual report? [*products, resources, outreach, and stability*], (g) Does your organization have a website? [*resources and outreach*], (h) Is your technology adequate for you to compete for grants and contracts? [*technological resources*], (i) Is there a formal set of advisors or Board of Directors for your organization? [*leadership*], (j) What is the total operating budget for your organization for the last two fiscal years? [*financial resources*], (k) How many paid employees does your organization have? [*human resources*], and (l) Does your organization use volunteers? [*human resources, outreach*].

We then faxed surveys to the organizations that had not yet responded. We received eleven responses to the short survey, for a final total of 48. Out of 106 organizations in our sample, our final response rate is 45 percent. The spatial distribution of non-respondents was determined to be roughly equivalent to those responding (Appendix B contains a map showing locations of respondents and non respondents). We also explored the possibility that non-respondents may have particular characteristics related to capacity that would bias our results. We searched the Internet for information on characteristics of non-respondents and made phone calls to organizations that had already completed the survey to collect info on non-respondents. Additional site visits were made to non-responsive organizations. To the best of our knowledge, the non-respondents seem to represent a mix of organizations ranging in size and service focus, with the exception being that half of the non-respondents were churches. However, according to neighborhood key informants, these churches varied widely in size and reach in the neighborhood.

After analyzing the survey responses, we learned that nine organizations had multiple locations in the target area.¹³ We made phone calls to these organizations to determine the capacity at each of these locations. We determined that each location had its own capacity to serve the neighborhood, and, as a result, counted each location as its own organization. This method brings the final number of organizations to 64. Figure 4 illustrates the flow of the sample from survey administration through to analysis.

¹³ Six organizations had two locations each, one organization had four locations, and two organizations had five locations each.

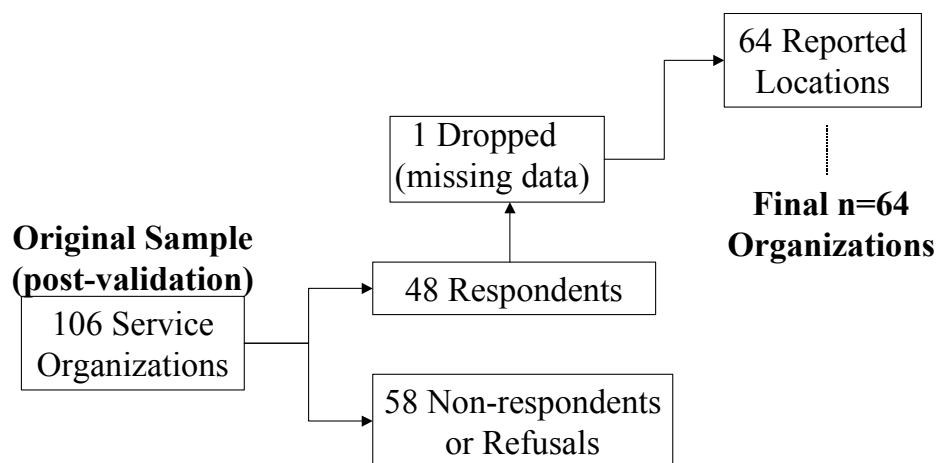


Figure 4. Flow of Sample for Organization Survey

Survey of Households

Resident Surveyor Recruitment

A community-based participatory research model (Minkler and Wallerstein, 2002) was utilized to collect household survey data.¹⁴ The intent was to involve the community being studied in many phases of the research project. Involvement of the community in the research process can build trust, collaborative inquiry toward the goal of social change, and community capacity. We hoped to gain the cooperation of community residents by working closely with them in all stages of the survey process. In January 2002, we began to meet with our community partners. The meetings became a forum to discuss the participant research plan and nominate individuals and organizations that could assist with the recruitment of resident surveyors. Over the next six months, we met regularly with the East of the River Clergy-Community-Police Partnership and the Wheeler Creek Lease Purchase Group, a subsidiary of Wheeler Creek Community Development Corporation. Interest was high among Wheeler Creek Estates residents and hence, the research team decided to focus all recruitment efforts through the local Wheeler Creek organizations. Wheeler Creek Estates is a revitalized Hope VI site where 314 units were created in 2001. The units include a 100 unit Senior Building, 80 rental units, 30 lease-to-purchase units and 104 homeownership units. Wheeler Creek Estates received the HUD Secretary's Gold Award for Excellence in 2002.

¹⁴ Community-based participatory research models have also been referred to as action research (Lewin, 1948) or participatory action research (Fals-Borda and Rahman, 1991; Whyte, Greenwood and Lazes, 1991).



Over a period of three weeks in May, we recruited residents to administer the survey. A copy of the survey can be found in Appendix C1. In June, we successfully trained twenty volunteers over three training sessions. The volunteers were given honoraria for each completed survey (\$10 for each completed interview).¹⁵

Survey Administration

The Greater Washington Highlands resident survey used two modes of data collection—in-person and mail—in succession. Survey announcement postcards were sent to all sampled households approximately one week before the survey administration period began. After the first training session, the survey was pilot tested in the neighborhood (pilot testing did not include houses selected for survey administration). The first wave of data collection began in mid-June, 2002. The first mode of collection was in-person, door-to-door household surveys. Surveyors¹⁶ knocked on assigned household doors between the hours of 11 am and 8 pm. Surveyors were trained to attempt to complete the survey with an adult (18 years of age or older) who lived at the assigned household. A copy of the training manual is included in Appendix C2. Most surveys took place at the initial point of contact, however, in some cases, the interviewee asked to schedule a survey at a later time. Survey respondents were given \$5 as a thank you for participating immediately following the completed survey.

Door-to-door surveys took place over the course of five weeks. By the end of the five weeks, an interviewer had made at least two attempts to interview someone at each sampled household; approximately 172 households did not have a final status at this time (a final status can be either complete, refused, or not applicable—vacant or commercial building). During this time, we discovered that almost all housing units in two block groups had recently been razed because the units were part of the new HUD Hope VI revitalization plans. The Stanton Park public housing development was being torn down and rebuilt. There were no housing units left in one block group and a second block group had roughly one hundred housing units left. We dropped these two block groups from survey data collection.

¹⁵ Originally, we planned to pay the resident surveyors \$5 for each completed interview, but once in the field, it became apparent that completing an interview can be very timely. Residents often traveled on foot and had to return to houses several times in some cases to complete the interview. Therefore, we raised the stipend to \$10 for each completed interview.

¹⁶ We hired a consultant to train and manage the residents of a local community group, the Wheeler Creek Lease Purchase Group. We trained approximately 20 resident volunteers; seven volunteers worked consistently on the survey.



At the end of the five weeks, we switched to the second method of collection, the mailing. Surveyors had visited households at different times of the day and on different days in hopes of catching people in their homes, but many households had no one home during times staff were in the field. We thought that residents may want to participate in the survey, but were simply never home during field hours. Hence, we mailed a copy of the survey to each of these households (172), formatted for self-response, along with a self-addressed, stamped envelope and a 5 dollar bill. We asked residents to either (a) choose to participate and complete the survey and return it in the self-addressed, stamped envelope, or (b) refuse to participate and return the survey and the money in the self-addressed, stamped envelope. Simultaneously, the research team obtained the most current resident phone information from Accudata America, a national marketing strategies company that supplies marketing data and database analysis services. Overall, 59 percent of the addresses matched to a phone number in the Accudata database. However, only 43 of the 182 households in our mailing matched. The final step in the data collection process was to call the households which received the mailing and follow up with them. If the household did not already return the survey, we gave the household the option of completing the survey over the phone. If they did not chose this option, we reminded them to please return the survey, even if they did not want to participate. Overall, we received 55 completed surveys using this method (32%); 13 households refused to participate and returned the money; the remaining 104 households did not return the survey. Out of the 27 block groups, we did not meet our goal of 15 surveys per block group for one block group. This block group was very small and only had 400 households. We received only twelve surveys from this block and were not satisfied that this block group would give us adequate block level measures. We dropped this block group from subsequent analyses.

Using guidelines from the American Association for Public Opinion Research (2000), the response rates will be calculated as follows:

$$\frac{I(i) + I(m/p) * 100}{I(i) + I(m/p) + R + NC + O}$$

Where:

I(i)=Number of interviewed cases, in-person (n=468);

I(m/p)=Number of interviewed cases, mail/phone follow up (n=57);

R=Number of eligible cases that are noninterviews due to refusals (n=44);

NC=Number of eligible cases that are noninterviews due to noncontact (n=90);



O=Number of eligible cases that are not interviewed due to other reasons for noninterviews (n=29); and

NE=Number of cases that are not eligible (93 vacant/demolished; 2 commercial).

Using this formula, our final response rate is 74.7 percent. Table 3 provides a description of the survey respondents.

Table 3. Description of Household Survey Respondents (N=525)

Income:		Marital Status:	
Less than \$10,000	17.6%	Never married	48%
\$10,000-\$19,999	17.0%	Separated	8.4%
\$20,000-\$29,999	21.8%	Divorced	13%
\$30,000-\$39,999	18.6%	Domestic Partnership	5.6%
\$40,000-\$49,999	10.6%	Married	22.4%
\$50,000-\$59,999	4.8%	Widowed	2.6%
\$60,000 and over	9.6%		
	(213 missing)		(25 missing)
Gender:		Race:	
Male	36.9%	Black or African American	98%
Female	63.1%	Other	2%
	(16 missing)		(11 missing)
Age:		Education:	
18-24	14.4%	Less than high school	17.7%
25-34	22.5%	High School diploma	50.5%
35-44	20.5%	Some college	14.4%
45-64	33.1%	2-year degree	9.2%
65+	9.5%	4-year degree & above	5.6%
	(32 missing)	Graduate school	3.0%
			(22 missing)
Own or Rent?:		Years in Neighborhood:	
Own	33.1%	1-5 years	42.2%
Rent	66.9%	6-10 years	20.4%
	(29 missing)	11-20 years	18.1%
		>20 years	19.3%
			(11 missing)



MEASURES

Community Institutional Capacity

The community institutional capacity measures developed in this study have three capacity components: (1) organizational capacity, (2) presence, and (3) accessibility. We create measures that capture these three components separately, as well as together within one measure.

Organizational Capacity

Using data collected from the organization survey, we developed two indices of organizational capacity. The indices are based on ten of the final eleven questions answered by all 64 organizations (“*What is your primary service area?*” was not used). Where items were missing, multiple imputation is used. Five scores are estimated from the non-missing records and the missing value is replaced with the mean of the five estimated scores. The first index is an additive capacity score of the ten items in the index, where values are assigned to each response category and then the values are summed. The majority of questions were dichotomous variables, where yes is given a value of 1 and no is given a value of zero. The responses for the remaining questions were divided into categories and values assigned (e.g., values of 1, 2, or 3). Table 4 displays the coding for the question items. The additive index ranges from 1 (low capacity) to 18 (high capacity). The average additive capacity score is 12.23, with a standard deviation of 3.17. The scores range from six to 18. Appendix D lists the categories of service types for community-based organizations and religious institutions. The Appendix also includes a description of surveyed organizations by services provided.

In addition to the additive index, we used exploratory factor analysis with oblique rotation to explore the relationship among the eleven question items ($n=47$). Table 5 displays the factor structure loadings. The structure loadings reveal the correlation between the factor and the variable. Four variables—service capacity, technology, staff and budget—loaded on one factor. The table indicates that *annual report* and *volunteers* have a negative relationship with the factor. It is feasible that organizations with large budgets and staff rely less on volunteers, thus the negative correlation. However, we cannot explain why *annual report* would have a negative relationship with the capacity factor. The correlation between the additive scale and the factor score was high ($.85; p \leq .05$). We did not perform confirmatory factor analysis because our sample was too small and the variables did not have a continuous distribution (Kim and Mueller, 1978). We acknowledge these limitations in our capacity index, and hence, view these indices as exploratory.



To obtain a neighborhood-level measure (i.e., block group), the capacity scores for the additive scale and the factor score are then aggregated (summed) by neighborhoods. The result is a block group summary measure for the additive index and a block group summary measure for the factor score. Because these two measures are very similar, (and behave similarly in later analyses), analyses discussed hereafter include the additive score and not the factor score. The sections that follow describe the methods utilized to aggregate capacity scores by neighborhoods.

Table 4. Item Scoring for Organizational Capacity Measure

Year organization started	1=1990-2002 2= 1980-1990 3= before 1980
Direct service capacity	0=no direct service 1= less than 50 people/day 2=50 to 100 people/day 3= greater than 100/day
Multiple services domains ^a	0=0 services 1=1 to 2 domains 2=3 to 4 domains 3=five or more domains
Technology	0=not adequate technology 1= adequate technology
Website	0= does not have website 1= has website
Report	0=no annual report 1= has annual report
Board of directors	0= does not have BoD 1= has BoD
Volunteers	0=does not use volunteers 1= uses volunteers
Staff	0=no paid staff 1=1 to 5 paid staff 2=more than 5 paid staff
Operating budget in 2001 Fiscal Year	1=less than \$100,000 2=between \$100,000 and \$500,000 3=more than \$500,000

^a Domains included youth/education, counseling, health and mental health, substance abuse treatment, employment, violence prevention, community development, shelter, food, and legal services.

**Table 5. Factor Structure Loading, Organizational Capacity**

Variable	Factor
Year organization started	0
Direct service capacity	.53*
Multiple services domains	.36
Technology	.62*
Website	.42
Report	-.03
Board of directors	.33
Volunteers	-.08
Staff	.82*
Operating budget	.84*
Eigenvalue	2.453
N	47

*Factor Loading above .45.

Organizational/Institutional Presence

Our measures of capacity by neighborhood will depend on the boundaries of each block group. If we were to examine organizations by block group alone, we would be restricting the role of organizations as benefiting only those who reside in the same block group as the organization. To better capture aspects of location, we explore a number of methods to operationalize location or *presence*. The unit of analysis for this study is defined as the census block group—an administrative boundary that may not have meaning for exploration of neighborhood processes. The debate is ongoing on the proper unit of analysis for neighborhood-level studies. Simply because an organization is in one's block group, it may not have value for residents in that block group. Block groups are an arbitrary grouping of street boundaries. While research indicates block groups may be a good unit of analysis for research (Coulton, Korbin and Su, 2001), block groups do not preclude



residents from crossing the boundaries to go to a community meeting, the grocery store, school, or local recreation center, for instance.

In order to reduce any bias by relying on one method to capture presence, we use three methods for estimating presence in the target neighborhood relevant to block groups: (1) The density of organizations within a block group (number of organizations/area in square meters); (2) the number of organizations within a 500 meter buffer (0.311 miles) from the center (*centroid*) of the block group; and (3) the number of organizations within a 300 meter radius (0.186 miles) from any edge of the block group. Figure 5a and 5b illustrate the centroid buffer and the edge buffer methods. The two buffer methods expand the catchment area beyond the block group boundaries. We chose these buffers because we felt that, to capture “local” as it relates to neighborhood services, distances would generally relate to how far one would walk to use local businesses or services. We found little in the extant literature to guide our efforts in choosing distances.¹⁷

The different buffer methods produce very different buffer characteristics. The buffer from centroid methods establishes equidistant buffer areas for all block groups. This method does not capture the shape or size of the block group. The buffer from edge method creates unequal size buffers that relate proportionally to the size and shape of the block group. Note that using the buffer techniques, an organization that is on the farthest point of the east side of a block group, for instance, could be much farther than the buffer distance away (300 or 500 meters) from a resident living on the far west side of the block group. Using the centroid buffer technique a resident could be a maximum distance of 1,000 meters from an organization. Using the buffer from block group edge, a resident could be, at most, approximately 2,400 meters (1.5 miles) from an organization.

Because the data collected were only collected for the target area of 29 blocks, plus four blocks on the northwest boundary of the target area, we did not have information on organizations in the buffer areas that are outside these 33 blocks. For instance, the east side of the target area is bordered by Prince George’s County, Maryland, and hence, we did not have data for organizations in buffers that spilled over into Maryland. This problem is known as *edge effects*. The problem of edge

¹⁷ Several recent studies used catchments, or buffers in their research on institutions and communities. Wang and Minor (2002), in a work accessibility study, determined their catchment areas using a time range. For example, they determined that a 28-minute commute was reasonable, based on the commute time of 70% of Cleveland residents, and created buffer areas equivalent to the 28-minute commute (Wang and Minor 2002). Witten et al. (2003), created a variety of buffer zones in a New Zealand study of access to community resources, from 500-meters to 5000 meters. They selected these distances arbitrarily, yet they were consistent with ranges of distance used by the local government to determine access to resources. Sharkova and Sanchez (1999), in a Portland, Oregon study focusing on the accessibility of institutions that promote social capital used a one-mile catchment area from the center of a block group because one mile was determined to be an easy driving and walking distance.



effects is the inability to observe a spatial process outside our sampling region (Frost and Saussus, 2000; Gignoux, Duby, and Barot, 1999). To reduce the potential bias created by edge effects, we create estimates of sizes of the missing buffer areas and weight the counts of organizations by the percentage missing. Appendix E shows the percentage of buffer area missing information and the weighted scores for the counts of organizations in the centroid buffer and in the edge buffer. Appendix E also includes tables that provide the numbers of organizations by centroid and edge buffer for each of the 29 block groups for the different types of organizations. The numbers in these tables are the raw numbers before estimation.

Table 6 provides the descriptive statistics on the three presence measures using the estimates to control for edge effects. The top panel of the table provides the statistics for density within block group. The table illustrates that some block groups had no organizations. The middle and lower panel demonstrate that as one moves from measuring density to the organizations in a centroid buffer and organizations in a buffer from block edge, more organizations are captured in the measures. For instance, looking at businesses, the density method would capture a maximum of .000038 businesses per square meter (multiplied by 100,000 for readability), whereas buffer from centroid would capture a maximum of 23 businesses and buffer from edge would capture a maximum of 39 businesses.

Accessibility

To explore the possibility that every meter (or foot) closer to neighborhoods (i.e., block groups) matters with regard to an organization's ability to generate social capital, we develop an accessibility score for block groups. We believe that more aptly measuring presence entails gauging *proximity* or *distance*. Essentially, we are hypothesizing that distance matters for residents. Organizations and institutions that are closer to residents are more accessible. Using the community organizations that completed the telephone survey, we aggregated the distance from the closest block group edge to each of the 64 organizations. We used Euclidean distance, also known as "as the crow flies." Figure 6 illustrates this method. The sixty-four distances are summed. A lower accessibility score means a block group has more organizations nearby than a block group with a higher accessibility score. Euclidean distance was deemed appropriate because the Greater Washington Highlands area is relatively small and people walk to organizations and services, cutting through alleys and parks. There are no physical barriers, such as a lake or major highway blocking access to various places within the target area. We recognize the limitations in that by using

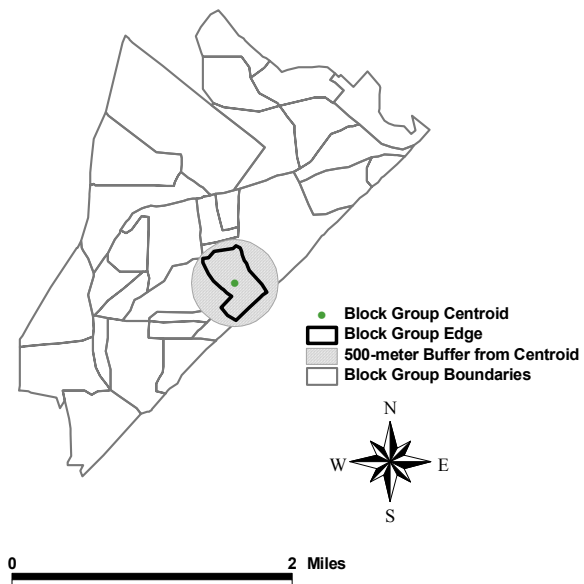


Figure 5a. Centroid Buffer (500 meters from centroid of block group)

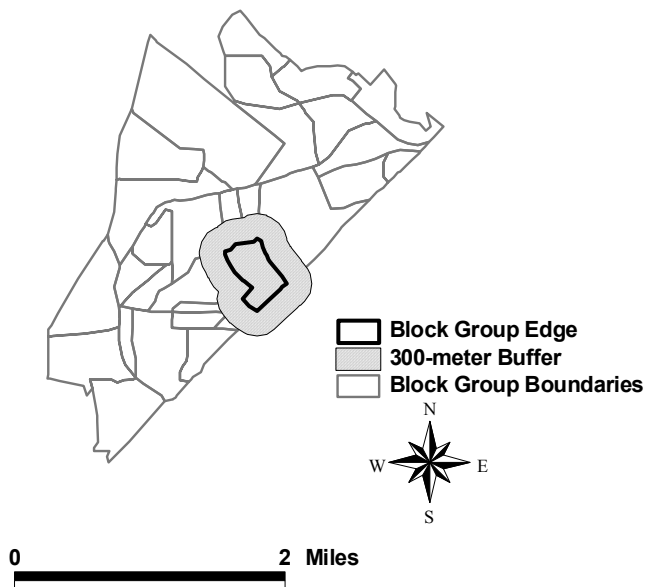


Figure 5b. Block Group Edge Buffer (300 meters from block group edge)

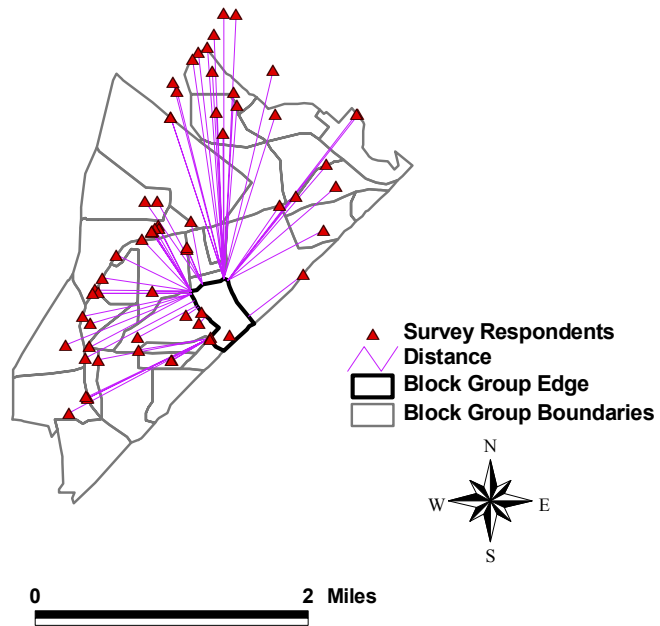


Figure 6. Accessibility (Sum of all distances between block group edge and organizations)



Euclidean distance from closest block group edge to an organization, we make the assumption that residents are equally distributed across the block group.

Table 6. Descriptive Statistics on Presence of Organizations, by Type and Method

Variables	N	Mean	SD	Min	Max
Density of Organizations (per square meter*100,000)					
All Community and Social Service Organizations	29	1.33	.89	0.00	3.56
Surveyed Organizations	29	.65	.62	0.00	1.85
Pro-Social Places	29	.41	.53	0.00	2.17
Businesses	29	.83	1.03	0.00	3.82
Religious Institutions Only	29	.50	.66	0.00	2.60
Liquor Establishments	29	.27	.35	0.00	1.07
Number in Buffer From Centroid					
All Community and Social Service Organizations (est.) ^a	29	9.97	4.96	0.00	22.18
Surveyed Organizations	29	4.14	2.57	0.00	10.00
Pro-Social Places	29	3.34	2.26	0.00	10.00
Businesses (est.)	29	6.06	5.66	0.00	23.00
Religious Institutions (est.)	29	2.86	2.02	0.00	7.00
Liquor Establishments (est.)	29	2.38	1.74	0.00	6.00
Number in Buffer From Edge					
All Community and Social Service Organizations (est.)	29	16.44	7.15	5.59	34.00
Surveyed Organizations	29	7.65	4.63	1.00	21.00
Pro-Social Places	29	5.55	3.03	0.00	12.00
Businesses (est.)	29	13.35	10.27	2.00	39.00
Religious Institutions (est.)	29	5.18	3.39	0.00	13.00
Liquor Establishments (est.)	29	5.15	2.67	1.00	11.45

^a "Est." signifies measure was estimated using correction for edge effects

The Interaction of Organizational Capacity, Presence and Accessibility

As discussed above, we first created a measure of organizational capacity that describes the organizations by capacity characteristics collected from the organization survey. We now combine the organizational capacity measure with our measures of presence and accessibility. We examine our capacity additive scale using three methods: (1) capacity of organizations that fall within the centroid buffer, (2) capacity of organizations that fall within the block edge buffer, and (3) as an interaction with accessibility. The interaction measure is referred to as the community institutional capacity (CIC) measure. We assume that more high capacity and higher capacity institutions in close



proximity to the neighborhood matters for the generation of social capital. For example, using the buffer from centroid method, a block group with five high capacity organizations each scoring 15 out of 18 (within the centroid buffer) would have a score of 75; if those five organizations had a lower capacity such as seven, the block group would have a score of 35.

The CIC measure is the product of the capacity measure (the additive score) and the accessibility score (the sum of distances from block edge to the 64 surveyed organizations). As such, the final capacity accessibility interaction encompasses the entire target area. To arrive at the final block group measure for the interaction, the procedure involved: (1) reverse coding the capacity indices. (After reverse coding, a lower score is equated with higher capacity); (2) multiplying the reversed capacity score (for each organization) by the distance to the organization to the block group edge (for each organization, in kilometers); and (3) summing all products to derive one score for each block group. The final measure ranges from 352 to 1014, with a lower score meaning that more and higher capacity organizations are closer to the block group.

Note that because the interaction includes a distance measure, where high distance is viewed as bad for neighborhoods, we keep the metric of the CIC measure to indicate that a higher CIC is not desirable. Table 7 shows the descriptive statistics for the capacity measures. Figure 7 provides a map illustrating the neighborhood distribution of this interaction measure. For this map we have collapsed the continuous variable into three categories (high, medium and low). The map shows that there are pockets of block groups that have similar levels of capacity. This is due mostly due to the concentrations of organizations along the center streets of the target area. Our experience in the target area tells us that the organizations to the far south are extremely isolated from social services and non-profit organizations.

Table 7. Descriptive Statistics for Surveyed Organizations: Accessibility, Organizational Capacity, and Community Institutional Capacity

Variables	N	Mean	SD	Min	Max
Accessibility					
Accessibility in km	29	102.97	26.17	60.20	164.87
Organizational Capacity					
Capacity—Centroid Buffer Method	29	54.37	34.13	0.00	140.00
Capacity—Edge Buffer Method	29	96.07	54.73	16.00	248.00
Community Institutional Capacity					
Accessibility*Capacity Additive Index	29	605.77	166.55	351.62	1,014.30

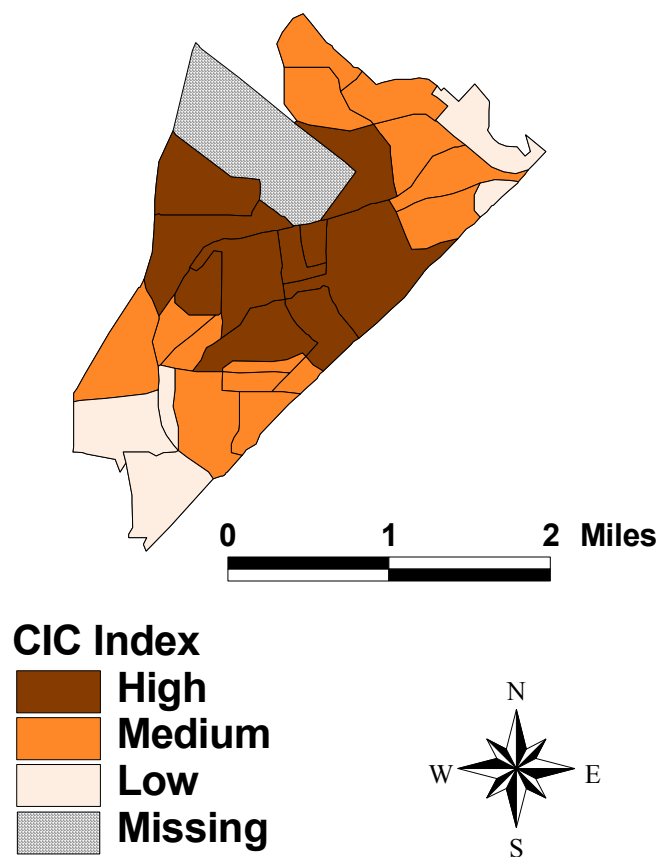


Figure 7. Levels of Community Institutional Capacity Across Greater Washington Highlands

Criterion Measures: Collective Efficacy and Related Constructs

The household survey was designed to capture information on collective efficacy, social cohesion, social control, neighborhood satisfaction, block satisfaction, reciprocated exchange, participation in organizations, neighborhood patronage of businesses and use of parks and recreation centers. (The household survey is provided in Appendix C1.) Some of these criterion measures are scales that must be tested for reliability at the individual level. For the measures that utilize averaged scores of respondents, Cronbach's alpha is used to determine the internal



consistency of the measure. The goal is to maximize alpha in producing a small number of internally consistent scales for the criterion measures¹⁸.

Social Cohesion and Social Control

Following studies by Sampson and colleagues (Sampson, Raudenbush, and Earls 1997; Morenoff, Sampson, and Raudenbush, 2001), cohesion is measured using the following five questions:

1. This is a close-knit neighborhood.
2. People around here are willing to help their neighbors.
3. People in this neighborhood generally don't get along with each other (reverse coded)
4. People in this neighborhood do not share the same values (reverse coded)
5. People in this neighborhood can be trusted.

Respondents were asked whether they strongly agree, agree, agree nor disagree, disagree, or strongly disagree to the above statements. Social control is measured using the following five questions:

6. If a group of neighborhood children were skipping school and hanging out on a street corner, how likely is it that your neighbors would do something about it?
7. If some children were spray painting graffiti on a local building, how likely is it that your neighbors would do something about it?
8. If a child was showing disrespect to an adult, how likely it is that people in your neighborhood would scold that child?
9. If there was a fight in front of your house and someone was beaten or threatened, how likely is it that your neighbors would break it up?
10. Suppose that because of budget cuts the fire station closest to your home was going to be closed down by the city. How likely is it that neighborhood residents would organize to try to do something to keep the fire station open?

Respondents were asked whether these situations were very likely, likely, neither likely nor unlikely, unlikely, or very unlikely. Previous research has found cohesion and control to be correlated at roughly .80. Because of the high correlation, a combined score was used in these studies to develop the construct of collective efficacy. For our study, the correlation between cohesion and control is .51. A factor analysis on the five cohesion items revealed that only items 1 and 2 loaded together. As a result, our final cohesion measure is a summary measure of items one and two. This measure has an individual reliability of .79; the original cohesion variable had an

¹⁸ For all scales, we employed the following guidelines: If a respondent answered "don't know", the response is rated a neutral, if there is a midpoint on the scale. If respondent answered over half of the questions for the scale, the completed items are divided by the number of non-missing items. This method led to very few (on average, <15) missing scale items.



individual reliability of .64. As in the Chicago literature, all five questions are utilized to operationalize control. Control has a reliability of .79.

Collective Efficacy

We created our collective efficacy scale by combining our reduced cohesion measure, with the trust measure and our measure of control (total of 8 variables, excluding questions 3 and 4). The individual reliability of this new collective efficacy measure is .83 (Cronbach's alpha). The reliability of collective efficacy using all ten items was slightly lower, at .80.

Trust

Trust is measured using a single question—question 5—from the social cohesion questions: People in this neighborhood can be trusted. The response categories were collapsed into a dichotomous variable coded 1=strongly agree and agree; 0=strongly disagree, disagree, and neutral.

Reciprocated Exchange

A summary measure was created to capture a different dimension of neighborhood-level social organization. Reciprocated exchange taps into the level or frequency of interaction between neighborhood residents. Reciprocated exchange is measured here as a four-item scale using the following items:

1. About how often do you and people in your neighborhood do favors for each other? (Never-Rarely-Sometimes-Often)
2. How often do you and other people in the neighborhood ask each other advice about personal things such as child rearing or job openings? (Never-Rarely-Sometimes-Often)
3. How often do you and people in this neighborhood have parties or other get togethers where other people in the neighborhood are invited? (Never-Rarely-Sometimes-Often)
4. How often do you and other people in this neighborhood visit in each other's homes or on the street? (Never-Rarely-Sometimes-Often)

The individual reliability of reciprocated exchange is .77.

Community Confidence

Following the community psychology literature, community confidence is a summary measure of two question items that tap into perceived neighborhood conditions and hope for the future:

1. In the past two years (or since you moved in) have the general conditions on your block gotten better stayed about the same or gotten worse?
2. In the next two years, do you feel that the general conditions on your block will get better, stay the same, or get worse?



The individual reliability of community confidence is .62.

Block and Neighborhood Satisfaction

Block satisfaction is measured using one question: *On a scale of 1 to 10 with 1 being not satisfied at all and 10 being completely satisfied, how satisfied are you with your block?* Neighborhood satisfaction is similarly measured using one question: *On a scale of 1 to 10 with 1 being not satisfied at all and 10 being completely satisfied, how satisfied are you with your neighborhood?*

Participation in Secular Voluntary Organizations

Participation is an eleven-item index of household participation in the following organizations:

1. Local political organizations
2. Neighborhood watch
3. Block groups, tenant associations, or community councils
4. Business or civic groups
5. Ethnic or nationality clubs
6. Youth groups
7. Adult sports leagues
8. Anti-crime, gang or graffiti organizations or coalitions
9. Parent's association (PTA, PTO) or other school support group
10. Clubs or organizations for senior citizens
11. Any other local organization

We test three block-level measures by using (1) the mean block group score of this index, (2) the median block group score, and (3) the percentage of the block group involved in one or more organization.

Participation in Religious Organization

We captured religious involvement separately from participation in secular organizations. This variable is an additive index of religious involvement of the survey respondent, created from the following items:

1. Are you a member of a local church, synagogue, or other religious or spiritual community? (1=yes; 0=no)
2. If yes, how often do you attend religious services, not including weddings and funerals (5=every week or more often; 4=almost every week; 3=once or twice a month; 2=a few times a year; 1=less than a few times a year)
3. In the past 12 months, have you taken part in any sort of activity with people at your church or place of worship other than attending services? (1=yes; 0=no)



Community Center Usage/Participation

Our final participation variables concerned community and recreation centers. This single-variable item is based on the question, *In the past year, have you or anyone in your household used the services or participated in any program at any recreation centers or community centers in the District?* We aggregated the percent of each block group that used a recreation or community center in the past year.

Neighborhood Patronage

Because it has been argued that poor neighborhoods are isolated from goods and services, and that the lack of services may influence neighborhood social processes, we created a neighborhood patronage measure following Bursik's (1999) method using questions that directly inquire about routine activities related to shopping and local services utilization. The questions are:

1. Where do you do your grocery shopping
2. When you go out to eat at a restaurant, where is it located?
3. Where do you do your banking?
4. When you receive help with a medical problem, where is the office located?
5. Where do you buy clothing for yourself and other family members?
6. Where do you take your car for repairs?

All variables are coded 6=nearly always in neighborhood, 5=usually in my neighborhood, 4=about half and half, 3=almost always outside the neighborhood, 2=usually outside the neighborhood, and 1=never do the activity. A summary scale is created that has a Cronbach's alpha of .77.

Safe and Orderly Parks

In addition to the above measures, we included a measure of local park safety and order using four question items:

1. Children around here have no place to play but the street.
2. The equipment and buildings in the park or playground that is closest to where I live are well kept.
3. The park or playground closest to where I live is safe during the day.
4. The park or playground closest to where I live is safe at night.

The scale using all four items has a reliability of .64. Factor analysis revealed that the first item did not load with the other items. Therefore, we created the final scale only using items 2 through 4. This scale has an alpha of .77.



Reliability at the Aggregate Level

In addition to examining internal consistency, we examine whether the above scales are useful indicators of neighborhoods. We estimate aggregate reliability following O'Brien's (1990) generalizability theory model, where households/individuals are nested within block groups. The generalizability coefficient compares the variance attributable to block groups with the variance due to individuals and random error within block groups. Scale aggregate reliability is high when the variance between block groups is high and there is little variation among individuals within block groups. The formula to estimate aggregate reliability is:

$$\hat{E\rho^2} = \sigma^2(\alpha) / [\sigma^2(\alpha) + \sigma^2(r:\alpha, e) / n_r]$$

Epsilon rho-squared hat is the generalizability coefficient, alpha is the aggregate or block group, r is the respondent nested within block group, e is the error, and n is the number of respondents within block groups. Table 8 presents both the individual level reliability coefficients and aggregate reliability coefficients.

The most reliable neighborhood measures are reciprocated exchange, park orderliness, and participation in secular community organizations, followed by collective efficacy, neighborhood patronage, cohesion and control. Modest generalizability coefficients for some variables are not surprising given that the general neighborhood characteristics across the target area are very similar. All block groups are high poverty block groups located relatively close together. Following the approach taken by other studies (Coulton, Korbin, Su, 1996; Saegart, Winkel and Swartz, 2002), aggregate measures having generalizability coefficients under .4 (neighborhood satisfaction and community confidence) were dropped from subsequent analysis.

Control Variables

In addition to the our institutional capacity measure in development and the criterion measures of community well-being, we include a number of variables that the sociological and criminological literature has found to be related to informal neighborhood processes. These variables, based in a social disorganization framework include: population density, concentrated disadvantage, residential stability, racial heterogeneity, land use type, and percent married. The systemic model of social disorganization hypothesizes that high levels of population density, residential instability, and racial heterogeneity, lead to low capacities for neighborhood regulation



(Bursik and Grasmick, 1993; Sampson et al., 1997). In addition, commercial land use and small percentages of married households may impact residential stability and neighborhood disorder.

Table 8. Reliability Coefficients

Scale	Individual Level: Cronbach's Alpha (n=525)	Aggregate Level: Generalizability Coefficient (n=26)	
		Fixed Effects	Random Effects
Collective efficacy	.80	.50	.45
Collective efficacy (only 8 items)	.83	.57	.53
Control	.79	.50	.47
Cohesion	.64	.50	.46
Cohesion (only 3 items)	.79	.55	.53
Reciprocated exchange	.77	.73	.71
Orderly parks (3 variables)	.77	.60	.61
Community confidence	.62	.22	.18
Secular organization participation	.75	.61	.58
Religious organization participation	.51	.43	.42
Community center usage/Participation	N/A	.68	.66
Block satisfaction	N/A	.50	.43
Neighborhood satisfaction	N/A	.35	.32
Neighborhood patronage	.77	.58	.60

Table 9 shows the descriptive statistics for the criterion measures that will be used in subsequent analyses.

Table 9. Descriptive Statistics on Criterion Measures

Variables	N	Mean	SD	Min	Max
Collective efficacy (reduced)	26	3.30	.30	2.43	3.96
Social control	26	3.34	.32	2.37	4.08
Cohesion (reduced)	26	3.46	.35	2.66	4.18
Trust	26	.27	.12	.06	.53
Reciprocated exchange	26	2.37	.34	1.60	3.04
Orderly parks	26	2.92	.31	2.16	3.51
Secular participation (mean)	26	1.02	.60	.20	2.60
Secular participation (median)	26	.38	.68	0.00	3.00
Secular participation (one or more organizations)	26	.42	.18	.09	.80
Religious institution index	26	2.68	.84	.80	4.40
Neighborhood patronage	26	2.98	.58	2.06	3.54
Community center usage	26	.23	.17	.05	.67
Block satisfaction	26	5.86	.97	4.30	7.90



Population density is measured as the number of people per square kilometer. Racial heterogeneity is operationalized as 1 minus the sum of squared proportions of each of five races: Black non-Hispanic alone, White non-Hispanic alone, Asian/Pacific Islander alone, Hispanic alone, and American Indian/other alone.¹⁹

Concentrated disadvantage is operationalized as an index of five Census items: (a) percent of all households receiving public assistance, (b) percent of population with income below the federal poverty level in 1999, (c) percent of civilian population age 16 or older in labor force who are unemployed, (d) percent of population who are Black/non-Hispanic, and (e) percent of households with children headed by a woman. The concentrated disadvantage index is calculated as the sum of z-scores for these items divided by five (the number of items). *Residential stability* is the sum of z-scores for responses to two Census items: percent living in same house since 1995 and the percent of housing occupied by owners. The sum of these two items is then divided by two (the number of items). Census 2000 data for block groups is used to construct these variables. Percent married is also calculated using Census 2000 data. The variable is the percentage of households reporting that head of household is married.

In addition, a variable for land use type is included to account for the possible relationship between types of land uses and neighborhood disorganization. As discussed earlier, the routine activities literature posits that certain types of land use create environments ripe for crime and disorder. Land use is measured as *percent commercial land use* by aggregating the number of commercial parcels and dividing by the number of all parcels (i.e., all parcel types) in each block group. The data were obtained using DCPropertyView 2000.

We also included a few variables from the survey of households: income category, [income category: survey], number of years living in the household [years in house: survey], and whether or not the respondent's home is owned or rented [own home: survey]. These variables are similar to the census measures of disadvantage, and residential stability, but thought it was important to retain them in the descriptive part of the analyses. Income category is a categorical variable with seven categories of household income ranging from less than \$10,000 a year, to \$60,000 and over a year. Table 10 contains the descriptive statistics for the control variables.

¹⁹ We also explore the use of percent black instead of racial heterogeneity, given that the target block groups are all roughly 97 percent black.

**Table 10. Descriptive Statistics for Control Variables**

Variables	N	Mean	SD	Min	Max
Control Variables					
Concentrated Disadvantage	29	1.19	.78	-.27	3.11
Residential Stability	29	-.36	.57	-1.20	1.08
Racial Heterogeneity	29	.05	.03	.01	.11
Percent Black	29	.97	.01	.95	
Percent Commercial	29	.09	.06	.02	.31
Population Density (sq km)	29	5694.50	2505.34	1312.87	10893.32
Survey Generated:					
Income Category*	25	3.48	.69	2.0	4.8
Length of Residence in Home (years)	26	11.49	3.73	5.35	21.46
Home Ownership (1=own)	26	.35	.15	0	.56

*No data from one resident survey blockgroup

Hypotheses

The hypotheses posited in this study are based in the conceptual model shown earlier in Figure 2. Because the goal of this study is to create a measure of institutional capacity, only part of the conceptual model is tested. This study is not designed to examine end neighborhood outcomes such as crime and disorder. The main hypotheses concern the construct validity of community institutional capacity. This study examines whether neighborhood-level measures quantifying the capacity of organizations can be used as indicators of social capital. The relationships examined are shown in Figure 8. This figure is a trimmed version of Figure 2. We hypothesize that community institutional capacity and collective efficacy are related concepts. If organizations are vehicles that lead to social integration, and collective action, and social integration is the foundation for collective efficacy (as hypothesized in the literature), then institutional capacity should be found in the same neighborhoods as collective efficacy. Granted, research has found that neighborhoods high in social ties do not always have high levels of collective efficacy. But organizations often are also vehicles that bring people together for a cause or a unified purpose. Organizations offer human capital development that may positively affect neighborhoods with regard to collective action. Hence, it is reasonable to assume that high community institutional capacity would lead to collective efficacy. Essentially, then, we envision collective efficacy as an outcome of community institutional capacity.

We believe that data collected at the organizational level can be attributed to neighborhoods to represent our measure of neighborhood level institutional capacity. Our key hypothesis is that



community institutional capacity will be correlated with collective efficacy, cohesion and control.²⁰ In addition to collective efficacy, we hypothesize that indicators of community institutional capacity will also relate to other measures related to positive neighborhood characteristics that include block satisfaction, reciprocated exchange, neighborhood patronage, orderly parks and participation. Many of these are constructs similar to collective efficacy (Taylor 2002). Consistent with the social disorganization tradition, we also hypothesize that the relationship found between community institutional capacity and collective efficacy will be influenced by residential instability, socioeconomic disadvantage and racial heterogeneity. (However, Greater Washington Highlands is 97 percent black; our ability to examine the relationship between racial heterogeneity and other variables will be limited.)

We also hypothesize that presence, density and accessibility of organizations will be related to collective efficacy and the related constructs. Furthermore, we believe that there will be an interaction between capacity and measures of presence, density and accessibility—neighborhoods with high densities of organizations high on capacity will have even higher levels of community outcomes (collective efficacy, etc.) than neighborhoods with high densities of low capacity organizations. Similarly, neighborhoods with accessible (close) high capacity organizations will have higher levels of collective efficacy (and other community characteristics) than neighborhoods with high capacity organizations that are less accessible (further away).

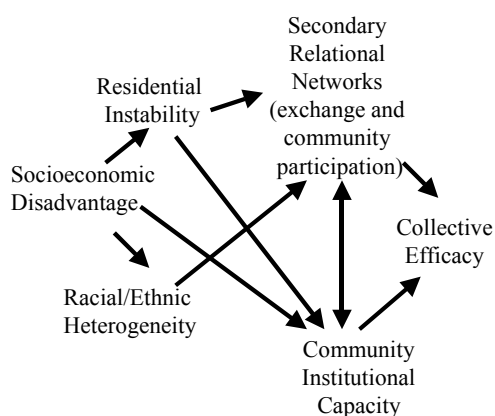


Figure 8. Community Institutional Capacity Model Examined in Current Study

²⁰ Hypothesized correlations between CIC and collective efficacy and other neighborhood indicators should have a negative direction because a low value of CIC means more capacity.



ANALYSIS PLAN

The analysis plan includes two methods for examining the construct validity of the developed measures. Construct validity is central to the measurement of abstract theoretical constructs (Carmines and Zeller, 1979). The previous sections established that the criterion measures had their own reliability and validity. Now, we examine the relationship between the new measures and the criterion measures to establish criterion-related validity. Criterion-related validity is sometimes referred to as predictive validity or concurrent validity. First, bivariate and partial correlations are run to establish criterion-related validity between the new measures and the criterion measures. Partial correlations are the correlations of two variables controlling for a third or more variables. The technique is commonly used in causal modeling of small models with three to five variables. If the partial correlation approaches zero, one can infer that the original correlation is spurious—there is no direct causal link between the two original variables (Kleinbaum and Kupper, 1978). Second, regression analyses are conducted to examine the variables in a multi-variate framework. Regression is used to enter more than four variables in equations. Regression is also used to uncover any biases due to the spatial arrangement of the data. We assess the extent to which the spatial arrangement of values for collective efficacy and other measures show deviations from the null hypothesis of spatial randomness. Spatial dependence (i.e., spatial autocorrelation), left uncorrected, has been shown to bias results when using data arranged by artificial neighborhood units (Anselin 1988, 1989). Regression analysis is conducted using SpaceStat to determine whether spatial autocorrelation is present.



CHAPTER 4 FINDINGS

CONSTRUCT VALIDITY

Bivariate correlations

Bivariate correlations are examined to establish the construct validity of the different capacity measures. Due to the size of the full correlation matrix, it can be found in Appendix F. The sections that follow discuss these results and smaller tables are reproduced below that describe key relationships. We first discuss the findings by institutional capacity component: (a) presence, (b) capacity, and (c) accessibility, and second, as a combined measure.

Presence

First, we examine the relationship between the criterion measures and institutional presence defined by density of organizations, as an aggregate of organizations in a centroid buffer and as an aggregate in a buffer from block edge (Tables 11, 12 and 13). The presence variables are calculated separately for different groupings by type of organization. The groupings include: the surveyed organizations (n=64), all community-based and social service organizations (surveyed, non-responders, daycares, ANCs), pro-social places, religious institutions, retail and residential businesses, and liquor establishments. Looking at the density of these organizations, the number of organizations in the centroid buffer, and the number of organizations in the edge buffer, there are no significant relationships between collective efficacy and the variables capturing presence. Similarly, there are no significant relationships between social control and social cohesion and these measures. However, there are several significant relationships between the presence measures and other key criterion variables—block satisfaction, reciprocated exchange, participation, and patronage.

Using the buffer from block group edge method, there are several noteworthy relationships, particularly for the pro-social places organizations and religious institutions. The number of pro-social places within the buffer is positively correlated to mean level of organizational participation (.404; $p \leq .05$). The number of pro-social places is also positively correlated with the use of District community and recreation centers (.368; $p \leq .10$) and how the residents rate their block (block satisfaction; .347; $p \leq .10$). The number of religious institutions within the block edge buffer is



positively correlated with trust and reciprocated exchange (.342; $p \leq .10$ and .353; $p \leq .10$, respectively). The number of religious institutions within a block edge buffer is also correlated with mean participation (.350; $p \leq .10$), and how the residents rate their block (.355; $p \leq .10$). These findings show that certain measures of the presence of organizations may be useful as measures of neighborhood level institutional capacity in describing how organizations benefit neighborhoods. Religious institutions and pro-social places such as schools, recreation centers and parks may increase opportunities for socialization. It is interesting that the number of religious institutions does not correlate with the church participation scale. This may be because the scale captures those who are very active in religious life. Another curious finding is that the number of retail and residential establishments in the block edge buffer is negatively associated with the patronage scale, indicating that residents who shop outside of their neighborhoods may have some shopping establishments within their neighborhood. We did not include a measure rating the residentiary businesses. Hence, it is possible that the residentiary services in the neighborhoods were not to residents' liking. It is also possible that the residentiary services asked about in the patronage scale (restaurants, auto repairs, medical services, banking, clothing stores and grocery stores) were not those same services present in the neighborhood that were counted in presence of residentiary services measure. For instance, a neighborhood may have had many barbershops and beauty salons that gave that neighborhood a large number of residential and retail businesses, but barbershops and beauty salons were not part of the neighborhood patronage scale items.

Capacity

The capacity variables are additive measures of capacity scores from the surveyed organizations in a 500 meter buffer around the centroid of a block group and a 300 meter buffer around the edge of a block group. Table 14 shows that there are no significant relationships between the capacity variables and the criterion measures. However, there is a significant relationship between capacity in the block edge buffer and the accessibility measure, indicating that block group buffer areas with high capacity scores are also block groups with accessible organizations (organizations close to block group).²¹ This is somewhat intuitive given that organizations that are present within the buffer area will have a capacity score that relates to a better accessibility value. The additive capacity score has a dimension that includes the number of organizations in the summary measure. Block group buffer areas with only one or two organizations

²¹ Higher accessibility values signify that organizations are further away.



will most likely have a lower total capacity score than block group buffer areas that have more organizations. What is interesting is that although the block group buffer capacity score is significantly correlated with accessibility, the smaller aggregation method using the centroid buffer capacity score is not correlated with accessibility.

Accessibility

Table 14 also includes the correlations between accessibility and the criterion measures. Accessibility relates to collective efficacy, social control, reciprocated exchange, and block satisfaction. As discussed earlier, the metric on the accessibility/distance measure is such that lower numbers are favorable (i.e. translates to more social service and nonprofit organizations closer to the blockgroup). The collective efficacy and other neighborhood scales are constructed so that higher numbers are more favorable (i.e. indicate higher collective efficacy). Therefore, the significant negative relationships between accessibility and collective efficacy ($-.393$; $p \leq .05$), accessibility and social control ($-.448$; $p \leq .05$), accessibility and reciprocated exchange ($-.422$; $p \leq .05$), and accessibility and block satisfaction ($-.507$; $p \leq .001$) are very positive findings. These significant results are strong findings for construct validity.

*Community Institutional Capacity: Accessibility*Capacity*

The final measure discussed is the interaction between accessibility and capacity (CIC). The correlations between CIC and the criterion measures are also shown in Table 14. CIC is significantly correlated with collective efficacy ($-.442$; $p \leq .05$), social cohesion ($-.326$; $p \leq .10$), social control ($-.483$; $p \leq .01$), reciprocated exchange ($-.464$; $p \leq .01$), trust ($-.331$; $p \leq .10$), block satisfaction ($-.550$; $p \leq .01$). It is important to note that the interaction measure is highly correlated to the measure of accessibility ($.994$; $p \leq .01$), indicating that the measure is mostly comprised of the variation in accessibility as opposed to capacity or the interaction itself. However, using the product of the two variables, the measures are significantly related to cohesion and trust, which were just short of significance when using accessibility without capacity. We believe that there is a substantive meaning to the interaction between the two components of capacity.

Partial Correlations

We run partial correlations, controlling for concentrated disadvantage and residential stability. The results are shown in Table 15. As discussed previously, we do not include racial heterogeneity or percent black as a control variable because there is little variation on this measure, and we have limited power to include more than two control variables in the partial correlation.



Percent black is included in the regression models discussed below. The original correlations and partial correlations were virtually equivalent in magnitude and significance. In two cases, the relationships lose significance when controlling for concentrated disadvantage and residential stability. The relationship between cohesion and CIC loses significance, as well as the relationship between cohesion and church participation.

Regression

To examine predictive validity controlling for a number of variables, we utilize multiple regression. The models include percent commercial, residential stability, concentrated disadvantage, and percent black as independent variables alongside the measures being tested. Separate models are run for a key subset of criterion measures based on the results of the correlations: collective efficacy, cohesion, control, trust, reciprocated exchange, mean participation in secular organizations, church participation, and block satisfaction. Regressions models were first subjected to tests for spatial autocorrelation. The weights matrix was defined using first order contiguity. First order contiguity signifies that for each block group, neighbors are those that touch the block group boundary at any point along the boundary. All models to test for autocorrelation are run using SpaceStat software Version 1.91 (Anselin, 1992). Four tests for spatial dependence can be utilized to determine the nature and extent of spatial dependence. Because the measures used for this study have a normal distribution, we use the Lagrange Multiplier (LM) diagnostics (Anselin, 1988) for both error and lag dependence. The LM tests follow a χ^2 distribution with 1 degree of freedom. These tests are used and do not reveal the presence of spatial lag or error. Tests were run on models predicting collective efficacy to determine the extent and nature of spatial dependence. Neither the Lagrange Multiplier test for spatial lag nor the Lagrange Multiplier test for error were significant, suggesting that we do not run the risk of biased regression coefficients using OLS regression results (For collective efficacy as dependent variable: LM error=.302, $p=.58$; LM lag=.154, $p=.694$).

The regression results are found in Tables 16 and 17. In most cases, the results tell a similar story to that of the correlations. Table 16 contains the regression coefficients of eight models using CIC to predict different dependent variables (criterion measures). CIC significantly influences collective efficacy, control, trust, reciprocated exchange, and block satisfaction. Table 17 shows the results of the models estimating the effect of accessibility on the criterion measures. Accessibility predicts collective efficacy, control, and block satisfaction. We also ran regressions using the aggregate capacity score of the surveyed organizations in the centroid buffer, as well as the capacity score in the edge buffer to predict the criterion measures. Similar to the results of the correlations,



no significant relationships are found (not shown). However, the regression coefficient for the aggregate capacity score using the centroid buffer is close to being significant ($\beta=.003$; $p=.18$) in predicting social control.

These findings are summarized and discussed in Chapter 5. Chapter 5 also discusses the implications of these findings, and suggestions for continued research in light of these findings and the research limitations. Suggestions for communities looking to utilize inexpensive measures of institutional capacity are also provided.



Table 11. Bivariate Correlations for Presence Variables and Criterion Measures, Using Density Method

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Criterion Measures																		
1 Collective effic.	1.000																	
2 Cohesion	0.822***	1.000																
3 Control	0.955***	0.654***	1.000															
4 Trust	0.632***	0.536***	0.517***	1.000														
5 Exchange	0.589***	0.732***	0.435**	0.542***	1.000													
6 Orderly Parks	0.469**	0.601***	0.292	0.413**	0.645***	1.000												
7 Particip. (mean)	0.061	0.187	-0.076	0.426**	0.395**	0.241	1.000											
8 Particip. (med)	0.428**	0.535***	0.293	0.579***	0.549***	0.549***	0.733***	1.000										
9 Relig. particip.	0.437**	0.353*	0.461**	0.214	0.100	0.272	-0.076	0.222	1.000									
10 Patronage	0.264	0.369*	0.245	-0.031	0.125	-0.099	-0.266	-0.004	0.330*	1.000								
11 Community cntr	0.491***	0.517***	0.415**	0.509***	0.574***	0.419**	0.611***	0.746***	0.506***	-0.008	1.000							
12 Blk satisfaction	0.622***	0.713***	0.501***	0.669***	0.665***	0.533***	0.285	0.606***	0.255	0.219	0.467**	1.000						
Presence Measures																		
13 Density- all orgs	0.051	-0.062	0.138	-0.029	-0.103	-0.485**	-0.056	-0.086	0.075	0.121	0.207	-0.102	1.000					
14 Density-surv'd	0.206	0.077	0.309	-0.078	-0.013	-0.230	-0.050	0.017	0.070	-0.005	0.316	0.044	0.702***	1.000				
15 Density-PSP	-0.003	-0.263	0.104	0.073	-0.092	-0.132	0.289	0.152	-0.004	-0.343*	0.312	-0.132	0.069	0.056	1.000			
16 Density-RR	-0.082	-0.068	-0.097	0.008	-0.107	0.052	0.186	0.057	-0.117	-0.314	0.233	-0.046	0.277	0.344*	0.086	1.000		
17 Density-relig.	0.188	0.110	0.183	0.184	0.152	-0.025	0.088	0.023	0.248	-0.004	0.235	0.141	0.221	0.329*	0.024	-0.010	1.000	
18 Density- liquor	-0.116	-0.156	-0.110	-0.006	-0.191	0.054	0.097	0.060	-0.170	-0.299	0.124	-0.092	0.164	0.197	0.277	0.734***	-0.098	1.000

* $p \leq 0.10$; ** $p \leq 0.05$; *** $p \leq 0.01$.



Table 12. Bivariate Correlations for Presence Variables and Criterion Measures, Using Buffer From Centroid Method

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Criterion Measures																		
1 Collective effic.	1.000																	
2 Cohesion	0.822***	1.000																
3 Control	0.955***	0.654***	1.000															
4 Trust	0.632***	0.536***	0.517***	1.000														
5 Exchange	0.589***	0.732***	0.435**	0.542***	1.000													
6 Orderly Parks	0.469**	0.601***	0.292	0.413**	0.645***	1.000												
7 Particip. (mean)	0.061	0.187	-0.076	0.426**	0.395**	0.241	1.000											
8 Particip. (med)	0.428**	0.535***	0.293	0.579***	0.549***	0.549***	0.733***	1.000										
9 Relig. particip.	0.437**	0.353*	0.461**	0.214	0.100	0.272	-0.076	0.222	1.000									
10 Patronage	0.264	0.369*	0.245	-0.031	0.125	-0.099	-0.266	-0.004	0.330*	1.000								
11 Community cntr	0.491***	0.517***	0.415**	0.509***	0.574***	0.419**	0.611***	0.746***	0.506***	-0.008	1.000							
12 Blk satisfaction	0.622***	0.713***	0.501***	0.669***	0.665***	0.533***	0.285	0.606***	0.255	0.219	0.467**	1.000						
Presence Measures																		
13 Centroid-all	0.107	-0.019	0.218	-0.202	-0.034	-0.374*	-0.254	-0.165	0.323	0.397*	0.178	-0.258	1.000					
14 Centroid-surv.	0.198	0.088	0.292	-0.266	0.209	-0.014	-0.284	-0.247	0.182	0.262	0.097	-0.065	0.635***	1.000				
15 Centroid-PSP	0.108	-0.089	0.178	0.170	0.035	-0.170	0.301	0.219	0.071	-0.168	0.277	0.148	0.113	-0.027	1.000			
16 Centroid-RR	-0.153	-0.160	-0.192	-0.199	0.059	0.182	0.039	-0.189	-0.306	-0.191	-0.107	-0.315	-0.065	0.459**	-0.304	1.000		
17 Centroid-relig.	0.173	0.305	0.251	0.263	0.433**	0.321	0.240	0.362	-0.035	0.016	0.345*	0.243	0.101	0.499***	0.069	0.520***	1.000	
18 Centroid-liquor	0.067	0.092	0.042	0.025	-0.008	0.073	-0.109	-0.286	-0.183	-0.169	-0.088	-0.251	-0.050	0.335*	-0.275	0.670***	0.451**	1.

* $p \leq 0.10$; ** $p \leq 0.05$; *** $p \leq 0.01$.



Table 13. Bivariate Correlations for Presence Variables and Criterion Measures, Using Buffer From Edge Method

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Criterion Measures																		
1 Collective effic.	1.000																	
2 Cohesion	0.822***	1.000																
3 Control	0.955***	0.654***	1.000															
4 Trust	0.632***	0.536***	0.517***	1.000														
5 Exchange	0.589***	0.732***	0.435**	0.542***	1.000													
6 Orderly parks	0.469**	0.601***	0.292	0.413**	0.645***	1.000												
7 Particip. (mean)	0.061	0.187	-0.076	0.426**	0.395**	0.241	1.000											
8 Particip. (med)	0.428**	0.535***	0.293	0.579***	0.549***	0.549***	0.733***	1.000										
9 Relig. particip.	0.437**	0.353*	0.461**	0.214	0.100	0.272	-0.076	0.222	1.000									
10 Patronage	0.264	0.369*	0.245	-0.031	0.125	-0.099	-0.266	-0.004	0.330*	1.000								
11 Community cntr	0.491***	0.517***	0.415**	0.509***	0.574***	0.419**	0.611***	0.746***	0.506***	-0.008	1.000							
12 Blk satisfaction	0.622***	0.713***	0.501***	0.669***	0.665***	0.533***	0.285	0.606***	0.255	0.219	0.467**	1.000						
Presence Measures																		
13 Blk edge-all	0.131	-0.026	0.162	0.159	0.071	-0.238	0.045	0.064	-0.074	0.154	0.310	0.138	1.000					
14 Blk edge-surv.	0.195	0.006	0.264	0.213	0.211	-0.082	0.182	0.045	-0.133	-0.119	0.325	0.277	0.757***	1.000				
15 Blk edge-PSP	0.002	-0.088	0.001	0.269	0.111	0.103	0.404**	0.347*	-0.157	-0.336*	0.368*	0.347*	0.561***	0.631***	1.000			
16 Blk edge-RR	-0.083	-0.247	-0.115	0.163	-0.002	0.067	0.267	0.011	-0.316	-0.391**	0.089	0.101	0.302	0.686***	0.475***	1.000		
17 Blk edge-relig.	0.243	0.192	0.247	0.342*	0.353*	0.114	0.350*	0.306	-0.266	-0.080	0.369*	0.355*	0.567***	0.769***	0.659***	0.522***	1.000	
18 Blk edge-liq.	-0.111	-0.272	-0.187	0.169	-0.172	0.058	0.159	-0.070	-0.162	-0.256	-0.028	0.009	0.326*	0.524***	0.281	0.814***	0.364*	1.0

* $p \leq 0.10$; ** $p \leq 0.05$; *** $p \leq 0.01$.



Table 14. Bivariate Correlations for Community Institutional Capacity Measures and Criterion Measures

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Criterion Measures																
1 Collective efficacy	1.000															
2 Cohesion	0.822***	1.000														
3 Control	0.955***	0.654***	1.000													
4 Trust	0.632***	0.536***	0.517***	1.000												
5 Exchange	0.589***	0.732***	0.435**	0.542***	1.000											
6 Orderly parks	0.469**	0.601***	0.292	0.413**	0.645***	1.000										
7 Particip. (mean)	0.061	0.187	-0.076	0.426**	0.395**	0.241	1.000									
8 Particip. (median)	0.428**	0.535***	0.293	0.579***	0.549***	0.549***	0.733***	1.000								
9 Relig. participation	0.437**	0.353*	0.461**	0.214	0.100	0.272	-0.076	0.222	1.000							
10 Patronage	0.264	0.369*	0.245	-0.031	0.125	-0.099	-0.266	-0.004	0.330*	1.000						
11 Community cntr	0.491***	0.517***	0.415**	0.509***	0.574***	0.419**	0.611***	0.746***	0.506***	-0.008	1.000					
12 Blk satisfaction	0.622***	0.713***	0.501***	0.669***	0.665***	0.533***	0.285	0.606***	0.255	0.219	0.467**	1.000				
Community Institutional Capacity																
13 Accessibility	-0.393**	-0.259	-0.448**	-0.301	-0.422**	-0.018	0.172	0.039	0.078	-0.161	-0.100	-0.507***	1.000			
14 CIC Additive	-0.442**	-0.326*	-0.483***	-0.331*	-0.464**	-0.051	0.145	-0.014	0.051	-0.192	-0.137	-0.550***	0.994***	1.000		
15 Centroid-Capacity	0.146	0.042	0.228	-0.260	0.211	0.024	-0.258	-0.229	0.121	0.207	0.095	-0.092	-0.139	-0.099	1.000	
16 Block edge-Capacity	0.111	-0.072	0.178	0.160	0.160	-0.073	0.188	0.022	-0.175	-0.170	0.292	0.197	-0.415**	-0.360*	0.517*	1.000

* $p \leq 0.10$; ** $p \leq 0.05$; *** $p \leq 0.01$.



**Table 15. Partial Correlations (Controlling for Concentrated Disadvantage and Residential Stability)
Between Community Institutional Capacity Measures and Criterion Measures**

	1	2	3	4	5	6	7	8	9	10	11	12
Criterion Measures												
1 Collective efficacy	1.000											
2 Cohesion	0.851***	1.000										
3 Control	0.954***	0.638***	1.000									
4 Trust	0.583***	0.503**	0.465**	1.000								
5 Exchange	0.643***	0.758***	0.483**	0.604***	1.000							
6 Orderly parks	0.500***	0.635***	0.343*	0.379*	0.710***	1.000						
7 Relig. participation	0.391*	0.31999	0.412**				1.000					
8 Patronage	0.362*	0.440**					0.382*	1.000				
9 Community cntr	0.470**	0.501**	0.392*	0.495**	0.587***	0.440**	0.491**		1.000			
10 Blk satisfaction	0.592***	0.701***	0.475**	0.630***	0.707***	0.515***			0.450**	1.000		
Community Institutional Capacity												
13 Accessibility	-0.377*		-0.404*		-0.455**					-0.564***	1.000	
14 CIC Additive	-0.439**		-0.449**	-0.364*	-0.501**					-0.619***	0.994***	1.000

*p<10; **p<.05; ***p<01.



Table 16. OLS Regression of Criterion Measures on Community Institutional Capacity and Control Variables, by Criterion Measure

Collective								
	Efficacy		Trust		Cohesion		Control	
	β	SE	β	SE	β	SE	B	SE
CIC ^C	-.09 ^b	.00	-.02 ^a	.00	-.07	.00	-.09 ^b	.00
Percent Commercial Residential Stability	14.84	.92	48.45	.35	41.32	1.22	-32.17	.98
Concentrated Disadvantage	2.31	.13	.05	.05	-.25	.17	8.20	.14
Percent Black, census	-17.15	.11	-9.60 ^b	.04	-14.2	.15	-11.84	.12
	598.92	5.02	284.01	1.89	357.08	6.69	549.84	5.36
Adjusted R ²	.18		.24		-.04		.20	

	Exchange		Religious Participation		Mean Participation		Block Satisfaction	
	β	SE	β	SE	β	SE	β	SE
CIC ^c	-.09 ^b	.00	-.03	.00	.10	.00	-.36 ^b	.00
Percent Commercial Residential Stability	135.81	1.08	-768.25 ^b	2.47	542.30 ^b	1.87	148.47	2.73
Concentrated Disadvantage	-12.31	.16	17.85	.35	5.63	.27	-37.66	.39
Percent Black, census	-10.39	.14	-7.85	.31	-2.58	.23	-70.24 ^b	.34
	245.50	5.92	1241.40	13.52	-648.42	10.25	441.33	14.93
Adjusted R ²	.14		.24		.16		.31	

^ap ≤ .10

^bp ≤ .05

^cCoefficients are multiplied by 100.



Table 17. OLS Regression of Criterion Measures on Accessibility and Control Variables, by Criterion Measure

	Collective Efficacy		Trust		Cohesion		Control	
	β	SE	β	SE	β	SE	β	SE
Accessibility ^c	-.46 ^a	.00	-.14	.00	-.34	.00	-.55 ^b	.00
Percent Commercial Residential Stability Concentrated Disadvantage	23.06	.95	50.57	.35	53.20	1.25	-25.23	1.01
Percent Black	4.16	.14	.52	.05	2.52	.18	9.71	.14
	-15.63	.12	-9.21 ^b	.04	-12.09	.16	-10.51	.13
Adjusted R ²	.12		.21		-.09		.15	

	Exchange		Religious Participation		Mean Participation		Block Satisfaction	
	β	SE	β	SE	β	SE	β	SE
Accessibility ^c	-.56 ^a	.00	-.07	.01	.72	.00	-2.02 ^b	.01
Percent Commercial Residential Stability Concentrated Disadvantage	143.49	1.11	-756.48 ^b	2.47	547.62 ^b	1.85	174.52	2.86
Percent Black	-10.63	.16	20.67	.35	7.14	.26	-31.98	.41
	-8.94	.14	-5.83	.31	-1.85	.23	-65.30 ^a	.36
Adjusted R ²	.09		.24		.18		.24	

^a $p \leq .10$

^b $p \leq .05$

^cCoefficients are multiplied by 100.



CHAPTER 5

DISCUSSION AND CONCLUSION

This study set out to explore and develop methods for examining the social capital generating function of local organizations and institutions. We extend Bursik and Grasmick's (1993) systemic model of social disorganization to explicitly include the role of organizations in facilitating the development of collective efficacy and collective action, as well as directly influencing effective socialization. We develop a construct called community institutional capacity (CIC) that is measured using three components: presence, accessibility and organizational capacity. We test the components of the construct both separately, and together as one measure, against established measures of social capital. Our examination of the relationship between community institutional capacity and attitudes and behaviors supportive of social capital found that community institutional capacity has great potential as a measure of social capital. The significant relationship found between the different components of CIC and measures such as collective efficacy, community participation, reciprocated exchange, and block satisfaction validates the importance of understanding and measuring the role organizations within communities. Below we briefly review and discuss the key findings.

PLACE MATTERS

Organizations serve as places that may generate formal and informal social control. This study found that participation and involvement in organizations is positively related to the number of certain types of organizations present in a community. The presence of pro-social places (as measured by the number of schools, libraries, parks, and recreation/community centers within a 300 meter radius from the block group edge) is correlated with participation in community organizations. In addition, the presence of religious institutions (measured by both the number of organizations within circular 500 meter buffers and the number of organizations within 300 meter buffers from block edges) is positively related to participation. The presence of religious institutions is also related to increased trust and reciprocated exchange. Other studies have shown that neighborly interaction and trust are key ingredients for developing norms of reciprocity and collective action. Additional studies examining churches and pro-social places are needed to confirm that these types of organizations are well suited to aid in the development of community social capital.



ACCESSIBILITY MATTERS

This study measured the accessibility of organizations by examining the aggregate distances from each of the neighborhoods to the surveyed community-based organizations and religious institutions in the larger target area. The findings indicate that distance matters. Increased access to organizations is related to high levels of collective efficacy, social control, and block satisfaction. These relationships hold when controlling for neighborhood structural characteristics that include residential stability, concentrated disadvantage, commercial land use, and racial makeup of the neighborhood. Neighborhoods that are isolated from community-based organizations and social services may have a reduced ability to foster interaction and pro-social norms that are key components of community health and well-being. Neighborhood isolation from the organizations surveyed in this study is related to reduced expectations for social control. Isolation can be defined as the absence of organizations from neighborhoods and the absence of organizations that are close or nearby. The measure used in this study operationalizes distance so that every meter matters with regard to its utility in the community. This definition has important implications for thinking about *where*, in the geographic sense, local organizations can provide the most benefit.

CAPACITY CHARACTERISTICS MATTER

Not all organizations contribute to social capital in the same way or to the same degree. The study findings show that the traits of organizations relate to a community's level of social control, collective efficacy, reciprocated exchange and block satisfaction.

When community institutional capacity is measured using the product of accessibility and capacity score, CIC predicts collective efficacy, control, exchange, trust, and block satisfaction. These relationships remain significant even when neighborhood structural characteristics vary. In other words, across the block groups, any variation found in levels of residential stability, concentrated disadvantage, percent commercial property, or percent black, did not change the significant relationships found between community institutional capacity and the various measures representing a positive sense of community. Interestingly, no significant relationship was found between accessibility and trust, but when organizational capacity characteristics are added to the operationalization of CIC, measures of CIC predict community levels of trust. This finding has implications for community well-being with regard to the type of organizations present in communities.



In the Greater Washington Highlands area, the four organizations that had the greatest capacity as measured by our ten item *organizational capacity* index have very large, active boards of directors, are stable entities in the community, serve hundreds of individuals in multiple capacity domains and network regularly with other community organizations and government agencies. A brief description of the four organizations with the highest capacity scores is provided below (names of organizations are not provided):

- Church A is a religious congregation that has been in the community for 81 years and serves over 400 people each day with religious services, day care, tutoring, counseling, and public health education. They often are over capacity and have had to turn people away from services. They have a website and strong technological resources, a large budget, a 15 member Board of Directors, 41 staff and utilize an average of 10 volunteers a week.
- Community Health Center B is a 501(c)3 non-profit organizations and has been in the community for two years, but the larger umbrella organization began serving residents of D.C. over 20 years ago. This organization has a strong strategic plan and devotes its efforts to counseling, reproductive health services, outpatient substance abuse treatment and medical services, among other health services. They have translation services where they are able to provide services in 14 different languages. They have a website, a 21-member board, large budget, 30 employees and several regular volunteers.
- Life Services Organization C is a 501(c)3 non-profit organization with four locations in Ward 8. This organization has been serving residents of Ward 8 for 13 years and the larger organization was established over 30 years ago. Their primary service area is human services. They serve an average of 44 people each day. The organization has a wide service population which includes youth and adults, and in particular, returning prisoners and single parents. They have a large operating budget, strong technological resources, a website, a 15-member Board of Directors, 55 employees and regularly use volunteers.
- Church D is a religious congregation, but not a 501(c)3. They serve an average of over 200 people a day with a mix of services. They offer over 15 different types of services from day care and legal services to in-home services and outpatient substance abuse treatment. They have a 30 member-Board of Directors, a full-time staff of 15 and a part-time staff of 10. They use roughly 100 volunteers a week, most of whom live in the neighborhood and donate a day or two of time each week.

Each of these organizations maintains a large presence in their neighborhood and serves not only specific targeted clientele, but also all residents in the local and extended neighborhood. The organizations that had very low capacity scores were generally new organizations just beginning to apply for 501(c)3 status, that had no staff and often were operating out of someone's home.



This research was designed as a cross sectional to explore dimensions of community institutional capacity. We view this study as exploratory—as a first step towards understanding not only the dimensions of institutional capacity, but also systematically assessing its presence in a community. Simply because these organizations scored low on our capacity measure does not mean they are of no utility to the community; we maintain that all organizations can provide some resources to community residents. Furthermore, these low capacity organizations may become high capacity organizations over time, or have particular characteristics that residents desire that were not tapped by our measure. The intent of our study is to uncover the variations within organizations that influence capacity at the neighborhood level. Much research remains to be done. Below we touch on a number of recommendations for future research on neighborhood measures of institutional capacity.

Replication and Extension

Because this study was exploratory, more research should be conducted to replicate measure development. The study used a small sample (29 block groups) across poor neighborhoods that were similar on many demographic and socioeconomic characteristics. Similar studies replicated in different neighborhoods in Washington, D.C, as well as across the country, will assist in measure development and validation. Replication in areas with different racial and ethnic populations, as well as in areas that are less urban can further elucidate factors that may influence relationships between organizations and the social and psychological aspects of neighborhood life studied in this research.

In addition, an important element in the validation of community institutional capacity was not undertaken in this study: assessing the measure's ability to predict community outcomes such as crime and disorder. The goal of this study was to establish construct validity using criterion measures. The criterion measures chosen, such as social cohesion and social control, are often utilized as independent variables to predict crime. Our conceptual model (Figure 2 in Chapter 2) hypothesizes that neighborhoods with high CIC will be neighborhoods low in crime and disorder, but this relationship was not empirically tested. For communities grappling with problems often found in inner city areas, demonstrating the relationship between institutional capacity and crime and disorder will have great import.

Longitudinal Research

The cross-sectional nature of this study limited our ability to infer causal relationships. As stated above, the full conceptual model developed in this study has not been tested. Longitudinal research can assist in understanding the interrelationships among aspects of social capital such as



CIC, collective efficacy, collective action and participation. The opportunity for strong longitudinal study designs that include organizational characteristics may be limited to those that are prospective, as opposed to retrospective. Retrospective studies may not be feasible, given the difficulty of obtaining accurate historical information on organizations that no longer exist. Some of the organizations surveyed in this study were newer, small organizations that were created as a result of one- or two-year funding streams for specific projects (e.g., a two-year mentoring program) that are likely to dry up when the grant period ends. However, we see many opportunities for retrospective research focusing on particular types of organizations where data may flow more freely. For instance, studies focusing on pro-social places like recreation and community centers and parks may be able to obtain reliable longitudinal data on programs and center amenities from city or state agencies. Also, retrospective studies focusing simply on presence (i.e., counting organizations) will be useful.

Longitudinal studies are of particular importance in that they can establish causal order. Our conceptual model hypothesizes that collective efficacy is the outcome of high community institutional capacity. Although we found no evidence in Greater Washington Highlands, we acknowledge that, without establishing temporal order, there exists the possibility that high capacity institutions may be found in the most *disorganized* areas because disorganized areas have the most need for organizations. It is plausible to say that, in some instances, millions of dollars in grants have been given to impoverished neighborhoods to set up comprehensive community-based initiatives and/or new organizations targeted to reduce community disorganization. We did not address this potential endogeneity problem. However, our measure of community institutional capacity attempts to capture some aspects of the alternative hypothesis by incorporating a variable representing the stability of organizations in the capacity scale. As a result, our measure most likely would capture this important dimension that would vary across neighborhoods. It may be likely that areas low on collective efficacy may have the most organizations, but when capacity is fully accounted for, these neighborhoods with high capacity organizations would have higher levels of collective efficacy relative to other poor neighborhoods nearby.

Untapped Dimensions of Community Institutional Capacity

In this study, we treated organizations as generally similar with regard to fostering cooperative spirit and norms of reciprocity. It is important to be able to identify those organizations that foster these aspects of social life beyond those who directly participate in or receive services from the organizations. As we stated earlier, not all organizations will contribute to social capital in the same way or to the same degree. The original survey was designed to include a full array of



dimensions that are hypothesized to be related to community capacity. Because of a low response rate for the organization survey, we were limited to including only ten items in our organizational capacity scale. Our additive scale assumes organizations that provide direct service to large numbers of people have more capacity than organizations that do not directly provide human services, but work to build overall capacity (such as advocacy organizations or organizations that develop, renovate and build housing units, for instance). With larger sample sizes, a variety of organizational capacity measures can be tested. Dedicated resources and larger sample sizes will assist in obtaining reliable data that can be examined using more sophisticated factor methodologies to explore and validate important dimensions of capacity.

In addition, capacity dimensions such as vertical networking or public control are virtually untapped measures. Putnam has discussed these dimensions in detail (bridging and bonding) as central components in generating neighborhood social capital. The reduced survey protocol was necessary to obtain a reasonable response rate.

Within the social disorganization framework, the few studies that examine the variations in securing public resources related to outcomes of increased social control have generally only examined the community's ability to engage the police (Velez 2001). Other studies examine networks of associations, but these studies are conducted at the organization level—not the neighborhood level. Studies that assess a neighborhood's ability to bridge all levels of social control (private, parochial and public), as well as the varying types of public control will be critical to the advancement of research in this field.

Methods of Measuring Presence and Distance

This study examined the presence of organizations as a separate component of capacity. The design utilized four methods for capturing the presence of organizations: (1) the density of organizations standardized by size of neighborhood, (2) the number of organizations present in a 500 meter radius (buffer) from the centroid of the block group, (3) the number of organizations present in a 300 meter buffer from block group edge, and (4) the aggregate distances from block group edge to organizations (i.e., *accessibility*). Significant relationships between the presence of certain subtypes of organizations and the criterion measures were found using all methods except the density method. Accessibility scores were developed so that every meter mattered—the variable is defined as a continuous variable from zero to infinity. We did not adopt a critical “cut-off” point where we assumed any additional distances past this cut off were of no value to the neighborhood.



Continued exploration of these methods and other methods, as well as understanding when and how distance matters is critical to understanding opportunities for neighborhoods.

Potential Products for Communities

Given the findings presented in this report, it may be useful for communities tracking neighborhood health to begin keeping records on community institutions and organizations, by type of organization. The existence of community-based organizations and institutions such as churches, schools, parks, and recreation centers, in most instances, is known to community workers. Address information is often of public record. However, we cannot conclude or advise communities as to how many organizations or what types are good for a neighborhood. Neighborhoods will vary on the number and types of organizations needed. With more research, we envision that communities could track organizations by typology and using, at a minimum, some selected set of characteristics. The characteristics examined in this report included: (1) age of organization, (2) number and range of services provided, (3) size of operating budget, (4) whether the organization produces an annual report and has a website, (5) the use of volunteers, (6) the size of paid staff, (7) use of a Board of Directors, and (8) whether current in-house technology is adequate for organization's needs. Communities across D.C. and other urban areas could update the data annually or on a biennial basis.

CONCLUSION

Social capital has become a much-talked-about concept in communities, as well as in research and policy circles. Social capital is often discussed as the silver bullet for community health and well-being. But little is known about how communities can foster social capital. Few empirical studies have focused on how organizations can be vehicles for increasing socialization and achieving positive neighborhood outcomes. Studies testing Putnam's ideas about voluntary associations and other studies examining collective efficacy have focused on unobservable processes or the strength and breadth of participation in voluntary associations. How do communities increase collective efficacy? What are the implications for poor communities of the studies that show community participation is good? In other words, how can one foster participation in organizations that do not exist in many communities? Accessibility to and the capacity of organizations should be viewed as central components of building and maintaining healthy neighborhoods. Strategies and policies aimed at organizations and encouraging organizational and agency networks may be more practical and have direct, tangible benefits for communities than efforts to build collective efficacy.



We hope that our endeavor to better understand the role of organizations in communities from the organizational and neighborhood level provides impetus for continued study. The potential implications for policy and practice of the systematic study of community institutional capacity are great. Using established, accessible measures of institutional capacity, we can not only assess who where it exists and where it does not exist, but also evaluate the practicality of building social capital through organizations and the larger community infrastructure.



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APPENDIX A

Original Organization Survey Used for Data Collection

THE URBAN INSTITUTE
WARD 8 ORGANIZATION SURVEY
SEPTEMBER 27, 2002

[Affix Label]

If any of the information that appears to the left is incorrect, please cross it out and provide the corrected information.

Also, please fill in information below:

YOUR NAME: _____

POSITION TITLE: _____

PHONE NUMBER: _____

Dear Ward 8 Organization:

The Urban Institute, a local nonprofit research organization in the District, is conducting a study to understand the roles of local organizations within communities; particularly how organizations and services, such as programs at recreation and community centers, churches, and nonprofits serve area residents.

The survey is part of a larger project to develop a method for communities to use to assess the capacity/community resources of neighborhoods. The project can provide service users and government agencies with information about the extent and availability of community services; provide policy makers, researchers and advocates with data about the contributions of local organizations; aid potential funders, donors and volunteers with insight on organizational needs; and assist nonprofit organizations with analysis of staffing, funding, space and other high priority issues that could improve the scope and quality of service provision.

As an incentive to encourage organizations to participate, if you complete the survey, we will enter your organization in a raffle. We will draw two names and award two cash honorariums—one for \$1000 and another for \$500. The honoraria will be in the form of checks, made payable to the organization. Your chance of winning is approximately one in 100, depending on the response rate.

We will produce an organizational databank of service information in the entire community; this information will be available to local organizations. When the study is completed in the spring, we will share the results with all interested community groups and publish findings in local newsletters and local papers.

The survey is voluntary and totally confidential. You do not have to participate. If you do choose to participate, only non-sensitive, public information will be included in the databank. The survey should take you no longer than 25-30 minutes to complete. Thank you in advance for your interest and participation! If you have any questions, please contact _____, at the Urban Institute. For more information on the Urban Institute, please visit www.urban.org.

Appendix A: Original Organization Survey Used for Data Collection

1. Your organization...

[Read from the list and choose all that apply]

- ☐ a. is a 501(c)(3)
- ☐ b. has applied for 501(c)(3) status
- ☐ c. receives funding through the following 501 (c)(3) organization:

- ☐ d. is a branch of a larger 501(c)(3)
- ☐ e. is not tax-exempt (private firm, etc.)
- ☐ f. is a government agency
- ☐ g. is a religious congregation (church, synagogue, mosque, etc.) but not a 501(c)(3)
- ☐ h. is a 501(c)(4)
- ☐ i. other: _____

2. Does your organization have a building, room, or some other space that you consider your own (either own, rent, or borrow)?

☐ Yes (*Go to Question 3*)

☐ No (*Go to Question 2a*)

☐ Don't Know



2a. If no, where do you hold meetings and/or offer services?

3. Does your organization have more than one site/location in Washington, D.C.?

☐ Yes

☐ No → (*Go to Question 5*)

☐ Don't Know

4. Does your organization have more than one site in Ward 8?

☐ Yes

☐ No

☐ Don't Know



4a. Where is(are) the other site(s) located? _____

5. How long has your organization (**this branch**) been at your current location? ____ years ____ months

6. What year was your organization started? _____ ☐ Don't Know

7. If applicable, when was your organization incorporated? _____

8. Do you have a formal, written mission statement? ☐ Yes ☐ No ☐ Don't Know

Appendix A: Original Organization Survey Used for Data Collection

8a. [If you have a formal mission statement] what is your mission?

9. What is your organization's primary program area? *[Read from the list and choose only one]*

- | | |
|--|---|
| <input type="radio"/> a. Animal related | <input type="radio"/> m. Mental health and crisis intervention (incl. drug addiction, alcoholism, AIDS) |
| <input type="radio"/> b. Arts, culture, humanities (incl. museums, libraries, parks) | <input type="radio"/> n. Private grantmaking foundation |
| <input type="radio"/> c. Community improvement & capacity building | <input type="radio"/> o. Public, society benefit |
| <input type="radio"/> d. Crime, criminal justice | <input type="radio"/> p. Recreation & sports |
| <input type="radio"/> e. Education | <input type="radio"/> q. Religion related |
| <input type="radio"/> f. Employment, job related | <input type="radio"/> r. Research in science & technology and social sciences |
| <input type="radio"/> g. Environment | <input type="radio"/> s. Other – please fill in: |
| <input type="radio"/> h. Health care—general & rehabilitative | <hr/> |
| <input type="radio"/> i. Housing & shelter | <hr/> |
| <input type="radio"/> j. Human services (day care, family services, youth services food) | <hr/> |
| <input type="radio"/> k. International, foreign affairs, & national security | |
| <input type="radio"/> l. Legal services, civil rights | |

Service to Individuals

10. Does your organization serve individuals? ☐ Yes ☐ No *(Go to Question 20)*

If your organization **does not serve individuals**, please go to *Question 20 on page 4*.

11. On average, how many people per day, do you serve **at your location?** _____

If **Don't know**, check here ☐

11a. Please specify service units (e.g., persons fed, persons treated, persons case managed, etc.)

12. **If you have more than one location in Ward 8**, please report the number of people per day, on average, you serve at **all other locations in Ward 8.** _____

If **Don't know**, check here ☐

Appendix A: Original Organization Survey Used for Data Collection

13. Does your organization provide any of the human/social services listed below? Please read through the table and circle “Y” (Yes) or “N” (No) to indicate whether or not your organization provides the particular service. If Yes for any of the services, please indicate in column C whether a fee is charged for that service. In column D, please enter the total number of slots available **at this particular location**.

A. Type of service	B. Service provided		C. Fee charged client?		D. Number of slots
a. Child day care	Y	N	Y	N	
b. Recreation and/or sports	Y	N	Y	N	
c. Tutoring	Y	N	Y	N	
d. Mentoring	Y	N	Y	N	
e. Family counseling and/or other family services, parenting education	Y	N	Y	N	
f. Financial counseling, money management	Y	N	Y	N	
g. Reproductive health and family planning, pregnancy prevention	Y	N	Y	N	
h. Drop-out prevention	Y	N	Y	N	
i. Adoption assistance, foster care	Y	N	Y	N	
j. In-home assistance	Y	N	Y	N	
k. Job training, vocational rehabilitation, job placement or job referral	Y	N	Y	N	
l. Medical services, health treatment, rehabilitation- primarily outpatient, health support services	Y	N	Y	N	
m. In-patient substance abuse treatment	Y	N	Y	N	
n. Out-patient substance abuse treatment	Y	N	Y	N	
o. Public health education, wellness programs	Y	N	Y	N	
p. Housing development, rehab, construction	Y	N	Y	N	
q. Emergency shelter	Y	N	Y	N	
r. Violence prevention	Y	N	Y	N	
s. Legal services, civil rights protection	Y	N	Y	N	
t. Other _____	Y	N	Y	N	
u. Other _____	Y	N	Y	N	

14. Does your organization provide direct service in the following geographic area(s) below? Direct service can include patient care, counseling, education and training, etc.

[Read from the list and choose all that apply.]

- ☐ a. Neighborhood-based/community or Ward-based
- ☐ b. Multiple communities across Ward boundaries
- ☐ c. Citywide
- ☐ d. Washington, D.C. metropolitan region
- ☐ e. National
- ☐ f. International or overseas
- ☐ g. Other – please specify: _____

Appendix A: Original Organization Survey Used for Data Collection

15. In the past year, have you ever had to turn away people eligible for your services?

☐ Yes

☐ No

☐ Don't Know

☐ Not applicable

16. Over the past two years, has the number of people served by your organization declined, stayed the same, or increased?

☐ a. Substantial Decline

☐ b. Moderate Decline

☐ c. Stayed the Same

☐ d. Moderate Increase

☐ e. Substantial Increase

*NOTE: If you answered, **Substantial Decline or Substantial Increase in Question 16**, please go to Question 17, below. Otherwise, go to Question 18.*

17. If your organization experienced a substantial decline or substantial increase in number of persons served, please indicate all the likely reasons below: *[Read from the list and choose all that apply]*

☐ a. Population change in your service area

☐ b. Change in government funding

☐ c. Change in foundation and/or corporate support

☐ d. Change in your organization's mission

☐ e. Change in outreach efforts

☐ f. Loss/gain of key staff

☐ g. Change in programs offered

☐ h. Other – please specify: _____

18. If you are a nonprofit: In the past two years, has your organization experienced competition from for-profit firms that provide similar services?

☐ None

☐ Some

☐ A great deal

☐ Not applicable/not a non-profit

19. More than one-quarter of the people you serve are:

[Read from the list and choose all that apply.]

☐ a. White (non-Hispanic)

☐ b. Black (non-Hispanic)

☐ c. Asian

☐ d. Hispanic/Latino

☐ e. Multi-racial

☐ f. Children and teens

☐ g. 65+

☐ h. Below Poverty Level (*yearly income \$15,020 for a family of three; \$18,100 for a family of four; \$8,860 for a single person*)

☐ i. Immigrants

☐ j. Mentally or physically challenged

☐ k. Prisoners, released prisoners or ex-offenders

☐ l. Lesbian/Gay/Bisexual/Transgender

☐ m. Single mothers or single fathers

☐ n. Other – please specify: _____

Appendix A: Original Organization Survey Used for Data Collection

20. Does your organization provide services in languages other than English?

☐ Yes

☐ No

20a. If Yes, which languages? _____

Now we have some questions about your organization's space.

21. Do you consider the space you occupy to be adequate for your needs?

☐ Yes

☐ No

☐ Don't Know

22. If you have other locations in Ward 8, do you consider the space you occupy in those locations to be adequate for your needs?

☐ Yes

☐ No

☐ Don't Know

Now we have some questions about office and computer technology and other resources.

23. Computer and office technology used in your organization includes:

How often do you use:	Sometimes	Often	Very Often	Not Available
a. Fax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Copiers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. E-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Networked computers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Cellular phones/beepers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Voice mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Other (please specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Our technology is adequate for us to compete for contracts and grants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. We lack trained employees to make the best use of technology now available to us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Additional technology would enable us to improve the services we provide.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Computers and office technology have little to offer in the kind of work we do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix A: Original Organization Survey Used for Data Collection

25. What does your organizations use computers for?

[Read from the list and choose all that apply.]

- ☐ a. Correspondence and reports
- ☐ b. Budgets
- ☐ c. Management of lists, inventory, or other databases (e.g., client records)
- ☐ d. Marketing and advertising of services
- ☐ e. Purchasing online
- ☐ f. Filing funding applications online
- ☐ g. Fundraising over the Internet
- ☐ h. Other – please specify: _____
- ☐ i. We do not use computers

26. Does your organization have a website? ☐ Yes ☐ No ☐ Don't Know

26a. If yes, what is the website address: _____

27. Does your organization produce an annual report? ☐ Yes ☐ No ☐ Don't Know

Leadership

28. Is there a formal Board of Directors or set of advisors for your organization?

- ☐ Yes ☐ No (*Go To Question 35*)

29. How many Board of Directors slots do you have? _____ ☐ Don't Know

30. How many are currently filled? _____ ☐ Don't Know

31. How often does your board have difficulty reaching a quorum?

- ☐ Often ☐ Sometimes ☐ Rarely ☐ Never ☐ Not Applicable

32. To what extent does your organization have difficulty recruiting new board members?

- ☐ Often ☐ Sometimes ☐ Rarely ☐ Never ☐ Not Applicable

33. Do the members of your board include...

[Read from list and choose all that apply]

- ☐ a. Neighborhood residents
- ☐ b. Business community
- ☐ c. Other nonprofit leaders
- ☐ d. Government officials
- ☐ e. Clients and others who benefit from your services
- ☐ f. In your opinion, someone in the community “who matters.”
- ☐ g. In your opinion, someone with extensive external connections.
- ☐ h. Anyone else? (other – please specify: _____)

Appendix A: Original Organization Survey Used for Data Collection

34. What do board members do for your organization?

	A major focus of their activity	A minor focus of their activity	Rarely or never
a. Make individual donations	O	O	O
b. Assist in fundraising	O	O	O
c. Assist in obtaining contracts and grants	O	O	O
d. Conduct lobbying and advocacy	O	O	O
e. Provide professional or technical expertise regarding knowledge of programs	O	O	O
f. Provide professional or technical expertise regarding evaluation	O	O	O
g. Provide professional or technical expertise regarding finances and budgeting.	O	O	O
h. Other – please specify: _____	O	O	O

Financial [Reminder: The information you provide is completely confidential. No financial information will be released to anyone.]

35. Please indicate your total operating budget for the past two fiscal years.

\$ _____ FY2001
\$ _____ FY2000

36. Approximately what percentage of your organization's total operating revenues came from the following sources during the 2001 fiscal year? (total should equal 100%):

_____ % District government
 _____ % Federal government
 _____ % Other government (MD or VA)
 _____ % United Way or Combined Federal Campaign designations & grants
 _____ % Direct donations from individuals
 _____ % Corporate or foundation grants
 _____ % Fee and charges for services, products, and sales
 _____ % Endowment and interest income
 _____ % Fundraisers or special events
 _____ % Membership fees
 _____ % Other sources (specify: _____)

100% Total

Appendix A: Original Organization Survey Used for Data Collection

37. Approximately what percentage of your operating revenue is in multi-year operating support?

_____ %

☐ Don't Know

38. Does your organization have a formal budget?

☐ Yes

☐ No

☐ Don't Know

39. Please tell us if your organization has done any of the following. In the first column, please check if your organization has **ever done** the following, in the second column, please check if your organization has done the following in the **past two years**:

	Ever done?	In the past two years?	Not Applicable
Fundraising/Revenue Generating Practices			
a. Set up for-profit subsidiary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Wrote grant proposals jointly with <u>for-profit</u> organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Wrote grant proposals jointly with <u>non-profit</u> organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Hired outside fundraising specialists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Hired full-time fundraiser on staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Held special events to raise funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Built evaluation or performance measures into funding requests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Practices			
h. Implemented new management structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Developed a formal strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Chose new program areas that draw upon existing skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Merged with another organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Partnered with another organization in joint venture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Became part of a comprehensive community initiative, coalition or partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Attracted and maintained multiple funders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Devoted major effort to secure flexible, multi-year operating support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Used management information systems to control costs and ensure quality and affordability of projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix A: Original Organization Survey Used for Data Collection

	Ever done?	In the past two years?	Not Applicable
Networking, Community Organizing			
q. Organized community events to increase resident involvement	O	O	O
r. Encouraged community input in setting organizational agenda/priorities	O	O	O
s. Encouraged community input in organization sponsored activities	O	O	O
t. Created or participated in networking opportunities, conferences, social events, etc	O	O	O
u. Disseminated information on government policies and activities that affect residents	O	O	O
v. Advocated with, and educated public and private officials about community needs	O	O	O
w. Partnered with city officials/local government to carry out service projects when not receiving funds from them	O	O	O
x. Participated in <u>routine</u> meetings with other service providers (for strategic planning or client case reviews, etc.)	O	O	O
y. Someone from your organization testified in front of city council	O	O	O
z. Someone from your organization attended local ANC meetings	O	O	O
aa. Someone from your organization talked to city council about an issue	O	O	O

Now we have some questions regarding staff.

40. How many paid employees (not including consultants) does your organization have?

_____ number full-time _____ number part-time

☐ We have no paid employees [If your organization has no paid employees, please go to Question 43]

41. Please estimate the share of your paid employees who live in Ward 8:

- ☐ a. few or none
- ☐ b. about one-quarter
- ☐ c. about one-half
- ☐ d. about three-quarters
- ☐ e. all or almost all
- ☐ f. don't know

Appendix A: Original Organization Survey Used for Data Collection

42. Do you agree or disagree with the following statement **regarding paid staff**:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. We can easily recruit dependable paid staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Retaining staff is a problem for us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Finding quality staff is a problem for us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Staff are generally satisfied with salary/wages they receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. We provide our staff adequate fringe benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Does your organization use volunteers? ☐ Yes ☐ No → (Go to Question 49)

44. What is the total number of volunteers used by your organization during an average week? _____

45. What is the average number of hours an individual volunteer works during a typical week? _____

46. What do volunteers do for your organization?

	A major focus of their activity	A minor focus of their activity	Rarely or never
a. Office/administrative assistance (mailings, bookkeeping, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Direct service (hotline, counseling, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Fundraising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Community organizing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Other – please specify: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. Please estimate the share of your volunteers who live in Ward 8:

- ☐ a. few or none
- ☐ b. about one-quarter
- ☐ c. about one-half
- ☐ d. about three-quarter
- ☐ e. all or almost all
- ☐ f. don't know

Appendix A: Original Organization Survey Used for Data Collection

48. Do you agree or disagree with the following statements **regarding volunteers**:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. We have to give up some activities because we don't have enough volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. We would find it difficult to absorb more volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. We can easily recruit dependable volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Training volunteers is a problem for us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Retaining volunteers is a problem for us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. We use consultants or outside firms for the following activities:

[Read the list and choose all that apply.]

Activity:	Paid	Pro bono/Free
a. management assistance	<input type="radio"/>	<input type="radio"/>
b. technical assistance	<input type="radio"/>	<input type="radio"/>
c. advocacy/lobbying	<input type="radio"/>	<input type="radio"/>
d. public relations/media	<input type="radio"/>	<input type="radio"/>
e. fundraising	<input type="radio"/>	<input type="radio"/>
f. personnel recruitment	<input type="radio"/>	<input type="radio"/>
g. legal assistance	<input type="radio"/>	<input type="radio"/>
h. accounting/bookkeeping	<input type="radio"/>	<input type="radio"/>
i. other – please specify:	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> We do not use consultants		

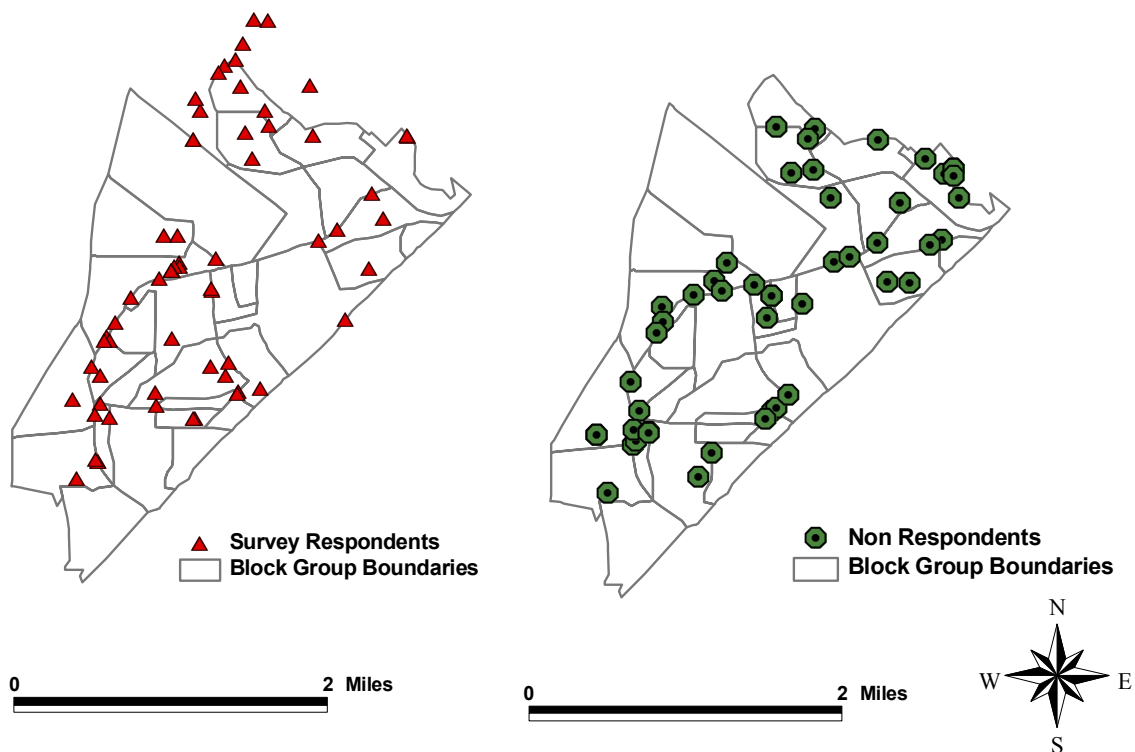
Thank you very much for completing the survey!

Please return the survey in the enclosed self addressed stamped envelope. You will be entered in a raffle to win 1000 or 500 dollars. We anticipate announcing the winner by November 25th. If you have any questions, please call _____.



APPENDIX B

Map of Respondents and Non-Respondents on Organizational Survey



Note: Target area shown is made up of the 29 block groups. We also surveyed organizations in four block groups outside of the boundaries shown.



APPENDIX C1 AND C2

C1. Household Survey

C2. Training Manual for Household Survey Data Collection

Appendix C1: Household Survey

WARD EIGHT RESIDENT SURVEY

[Affix Label]

Interview Date: _____

Start time: _____

Interviewer Initials: _____

First, we want to know what you consider to be your neighborhood. By neighborhood, we mean the area around where you live and around your house...

1. Does your neighborhood have a name?

☐ Yes ☐ No **[SKIP TO Q2]** ☐ DON'T KNOW ☐ REFUSED

1a. What is it called? _____

2. How long, in years and months, have you lived in this neighborhood?

_____ Years _____ Months

3. How long, in years and months, have you lived in this house?

_____ Years _____ Months

Next, I am going to ask a few questions about local organizations.

4. Are you a member of a local church, synagogue, or other religious or spiritual community?

☐ Yes ☐ No **[SKIP TO Q7]** ☐ DON'T KNOW ☐ REF

4a. Which religious institution is that? _____

5. Not including weddings and funerals, how often do you attend religious services? [IF NECESSARY PROBE WITH CATEGORIES?]

Every week or more often..... 1

Almost every week 2

Once or twice a month 3

A few times a year 4

Less than a few times a year 5

DON'T KNOW 8

REFUSED..... 9

6. In the past 12 months, have you taken part in any sort of activity with people at your church or place of worship other than attending services? This might include teaching Sunday school, serving on a committee, attending choir rehearsal, retreat or other things.

☐ Yes ☐ No ☐ DON'T KNOW ☐ REF

Appendix C1: Household Survey

Now I'd like to ask about other kinds of groups and organizations.

In the past 12 months, have you **or other household members** participated in any of the following local community organizations?

Organization:	a. Participation?	b. Which one/ What is the name of group?
7. Any local political organization like the local Advisory Neighborhood Commissions (ANC)?	Y N └───────────▶	
8. Any neighborhood watch program?	Y N └───────────▶	
9. Any block group, tenant association or community council?	Y N └───────────▶	
10. Any business group or civic group such as Masons, Elks or Rotary Club?	Y N └───────────▶	
11. Any ethnic or nationality club in the neighborhood?	Y N └───────────▶	
12. Any youth groups (such as scouts or little league)?	Y N └───────────▶	
13. Any adult sports club or league, or an outdoor activity club?	Y N └───────────▶	
14. Any anti-crime, gang or graffiti organization or partnerships like the East of the River Clergy Police Community Partnership?	Y N └───────────▶	
15. a parents' association, like the PTA or PTO, or other school support or school service groups?	Y N └───────────▶	
16. any clubs or organizations for senior citizens or older people?	Y N └───────────▶	
17. Is there any other local organization in your neighborhood that you participate in, or someone else in your household?	Y N └───────────▶	

Appendix C1: Household Survey

Children and School

18. How many children under 18 live in this household: _____ [IF 0, SKIP TO Q20]

19. For your children under 18, do they attend school in the District?

☐ Yes ☐ No [SKIP TO Q20] ☐ DON'T KNOW ☐ REF



19a. Which schools do your children attend?

Recreation and Community Centers

20. In the past year, have you or anyone in your family used the services or participated in any programs at any recreation centers or community centers in the District?

☐ Yes ☐ No [SKIP TO Q21] ☐ DON'T KNOW ☐ REF



20a. Which recreation or community centers were they? [IF RESPONDENT DOESN'T KNOW THE NAME ASK FOR THE ADDRESS OF CENTER]

20b. What was the name of the program or services used?

News and Voting

21. How many days in the past week did you read a daily newspaper?

1 2 3 4 5 6 7 DON'T KNOW REF

22. Are you currently registered to vote?

☐ No [SKIP TO Q25] ☐ Yes ☐ DON'T KNOW ☐ REF

23. As you may know, around half of the public does not vote in presidential elections. How about you--did you vote in the November 2000 presidential election when Al Gore and Ralph Nader ran against George W. Bush?

☐ No ☐ Yes ☐ DON'T KNOW ☐ REF

└─> Were you eligible to vote? ☐ No ☐ Yes ☐ DON'T KNOW

24. Did you vote for mayor in November 1998? [If they have trouble remembering the election, tell them, "this is when Mayor Anthony Williams was elected"]?

☐ No ☐ Yes ☐ DON'T KNOW ☐ REF

└─> Were you eligible to vote? ☐ No ☐ Yes ☐ DK ☐ REF

Were you living in DC at the time? ☐ No ☐ Yes ☐ DK ☐ REF

Appendix C1: Household Survey

Now, I am going to read some questions about things that people in your neighborhood may or may not do.

25. For each of these statements, please tell me whether or not you strongly agree, agree, disagree or strongly disagree. **[INTERVIEWER, HAND RESPONDENT THE RESPONSE CARD #1]**

	Strongly Agree	Agree	Agree nor Disagree	Disagree	Strongly Disagree	Don't Know	REF
a. This is a close-knit neighborhood. (Would you say you strongly agree, agree, disagree, or strongly disagree?....)	1	2	3	4	5	8	9
b. People around here are willing to help their neighbors.....	1	2	3	4	5	8	9
c. People in this neighborhood generally don't get along with each other.....	1	2	3	4	5	8	9
d. People in this neighborhood do not share the same values.....	1	2	3	4	5	8	9
e. People in this neighborhood can be trusted.	1	2	3	4	5	8	9
f. Children around here have no place to play but the street...	1	2	3	4	5	8	9
g. The equipment and buildings in the park or playground that is closest to where I live are well kept.	Strongly Agree 1	Agree 2	Agree nor Disagree 3	Disagree 4	Strongly Disagree 5	Don't Know 8	REF 9
h. The park or playground closest to where I live is safe during the day.	1	2	3	4	5	8	9
i. The park or playground closest to where I live is safe at night..	1	2	3	4	5	8	9

Appendix C1: Household Survey

26. For each of the following, please tell me if it is very likely, likely, unlikely, or very unlikely that people in your neighborhood would act in the following manner.

[INTERVIEWER, ASK RESPONDENT TO LOOK AT RESPONSE CARD #2]

	Very Likely	Likely	Neither Likely nor Unlikely	Unlikely	Very Unlikely	Don't Know	REF
a. If a group of neighborhood children were skipping school and hanging out on a street corner, how likely is it that your neighbors would do something about it? [Would you say it is very likely, likely, unlikely, or very unlikely?.....]	1	2	3	4	5	8	9
b. If some children were spray-painting graffiti on a local building, how likely is it that your neighbors would do something about it?....	1	2	3	4	5	8	9
c. If a child was showing disrespect to an adult, how likely is it that people in your neighborhood would scold that child?...	1	2	3	4	5	8	9
d. If there was a fight in front of your house and someone was beaten or threatened, how likely is it that your neighbors would break it up?	1	2	3	4	5	8	9
e. Suppose that because of budget cuts the fire station closest to your home was going to be closed down by the city. How likely is it that neighborhood residents would organize to try to do something to keep the fire station open?	1	2	3	4	5	8	9

Appendix C1: Household Survey

Now I am going to ask about some things you might do with people in your neighborhood. [INTERVIEWER, ASK RESPONDENT TO LOOK AT RESPONSE CARD #3]

27. About how often do you and people in your neighborhood do favors for each other? By favors we mean such things as watching each other's children, helping with shopping, lending garden or house tools, and other small acts of kindness. Would you say often, sometimes, rarely or never?

☐ Often ☐ Sometimes ☐ Rarely ☐ Never

☐ DON'T KNOW ☐ REFUSED

28. How often do you and other people in the neighborhood ask each other advice about personal things such as child rearing or job openings? Would you say often, sometimes, rarely or never?

☐ Often ☐ Sometimes ☐ Rarely ☐ Never

☐ DON'T KNOW ☐ REFUSED

29. How often do you and people in this neighborhood have parties or other get togethers where other people in the neighborhood are invited? Would you say often, sometimes, rarely or never?

☐ Often ☐ Sometimes ☐ Rarely ☐ Never

☐ DON'T KNOW ☐ REFUSED

30. How often do you and other people in this neighborhood visit in each other's homes or on the street? Would you say often, sometimes, rarely or never?

☐ Often ☐ Sometimes ☐ Rarely ☐ Never

☐ DON'T KNOW ☐ REFUSED

31. In the past two years, (or since you moved in) have the general conditions on **your block** gotten better, stayed about the same or gotten worse?

☐ gotten better ☐ stayed about the same ☐ gotten worse

☐ DON'T KNOW ☐ REFUSED

32. In the next two years, do you feel that general conditions on **your block** will get better, stay about the same or get worse?

☐ get better ☐ stay about the same ☐ get worse

☐ DON'T KNOW ☐ REFUSED

Appendix C1: Household Survey

The next six questions ask about the general location of the services you use.

The response categories are [INTERVIEWER, ASK RESPONDENT TO LOOK AT RESPONSE CARD #4]:

- 6=Nearly always in my neighborhood
- 5=Usually in my neighborhood.
- 4=About half and half
- 3=Usually outside the neighborhood
- 2=Almost always outside the neighborhood
- 1=Never do the activity

	Nearly always in my neighbor hood	Usually in my neighborhood	About half and half	Usually outside the neighbor hood	Almost always outside the neighbor hood	Never do the activity (or not applicable)	DK/REF
33. Where do you do your grocery shopping?.....	6	5	4	3	2	1	DK REF
34. When you go out to eat at a restaurant, where is the restaurant located?.....	6	5	4	3	2	1	DK REF
35. Where do you do your banking?...	6	5	4	3	2	1	DK REF
36. When you receive help with a medical problem, where is the office located?.....	6	5	4	3	2	1	DK REF
37. Where do you buy clothing for yourself and other family members?...	6	5	4	3	2	1	DK REF
38. Where to you take your car for repair?.....	6	5	4	3	2	1	DK REF

40. On a scale of 1 to 10 (1=not at all satisfied, 10= completely satisfied) how satisfied are you with....

a. your **neighborhood**?

1 2 3 4 5 6 7 8 9 10 DK

b. your **block** as a place to live?

1 2 3 4 5 6 7 8 9 10 DK

Appendix C1: Household Survey

40. Would you recommend your neighborhood as a good place for young families to move to now?

☐ No

☐ Yes

☐ DON'T KNOW

☐ REF

Finally, we have a few questions about your background:

41. In what year were you born?

_____ ↓

42. What is the highest grade of regular school you have completed?

- ☐ Less than high school
- ☐ High school/GED
- ☐ Some college
- ☐ 2-year college degree
- ☐ 4-year college degree
- ☐ Graduate school (Masters, PhD, Law, MD)
- ☐ REFUSED TO ANSWER

↓

43. Do you own or rent the place where you are living?

- ☐ own ☐ rent ☐ rent-to-own
- ☐ DON'T KNOW ☐ REF

↓

44. Which of these categories best describes your current living arrangement?

- ☐ Never married
- ☐ Separated
- ☐ Divorced
- ☐ Married
- ☐ Domestic Partnership
- ☐ REF

GO TO NEXT COLUMN, Q45

45. Which of the following group or groups represents your race? Black or African American, White, Asian or Pacific Islander, Native American or some other race?

- ☐ Black or African American
- ☐ White
- ☐ Asian or Pacific Islander
- ☐ Native American
- ☐ Some other race → Which race is that?: _____
- ☐ REFUSED

46. Please think about your total combined family income during the past 12 months for all members of the family in this household. Include money from jobs, social security, retirement income, unemployment payments and so forth. Which of these income brackets is closest to the total household income in your family?

- ☐ Less than \$10,000
- ☐ 10,000 to 19,999
- ☐ 20,000 to 29,999
- ☐ 30,000 to 39,999
- ☐ 40,000 to 49,999
- ☐ 50,000 to 59,999
- ☐ 60,000 or over
- ☐ REFUSED TO ANSWER

That is the end of the survey, thank you for participating. It will just take me one minute to give you the 5 dollars and fill out the receipt.

INTERVIEWER: PLEASE RECORD:

MALE ☐

FEMALE ☐

Receipt: ☐

End time: _____

WARD 8 RESIDENT SURVEY
TRAINING MATERIALS AND REFERENCE GUIDE
JUNE 2002

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A. Introduction

Purpose of the Resident Survey

The Ward 8 Resident Survey—covering parts of Washington Highlands, Congress Heights, and Bellevue—is part of a research project funded by the Aspen Institute in New York. The survey has been developed by researchers with input from community representatives. This short survey—only 15 minutes long—asks residents about their involvement with and use of a variety of community organizations and other institutions, and what they think about their community. This survey is one part of a larger study that will look for ways to measure community capacity. Results from this study will be available in a report in May 2003.

The resident survey will be conducted by members of the Wheeler Creek Lease Purchase Group. Over a two-week period in late June (starting June 20th), it is hoped that interviewers will complete between 600 and 700 surveys, or about 20 surveys per person.

This guidebook provides information on how to administer the Ward 8 Resident Survey.

B. Who Will be Surveyed and How

Selection of Households

Not all households in the Ward 8 area will be surveyed—that would mean we would have to survey over 14,000 households. Instead, we have selected a random sample of 700 households. Random sampling means that we select a small amount of the neighborhood population but in a way that all households have an equal chance of being selected for the survey. For example, we will not choose households by picking just the people that we know. Instead, we will randomly select 700 households from the entire list of households that we have for the entire neighborhood.

In-person survey, with telephone back-up

The primary method of collecting information for this survey will be an in-person survey. This means you will go door-to-door to your selected households and complete the 10-15 minute survey right then, or schedule a better time to come back and complete the survey. We will send postcards to the households in the week prior to the survey administration introducing the survey. Sometimes finding someone at home can be difficult, or someone does not want to talk to a stranger face-to-face. For these reasons, we will give the resident an option to do the survey over the phone. At each home attempt (up to 4), the surveyor will leave a postcard stating when they will return and giving the resident a phone number to call to participate over the phone or refuse to participate.

C. Headquarters and Survey Assignments

Daryl Dyer will be the Field Coordinator. Other Field Assistants include Caterina Roman, Gretchen Moore, Sarah Staveteig, Sinead Keegan, and Karen Chen. The field workers will be available to answer questions, provide transportation (if necessary), and provide general support. You can reach them via phone or directly at "Headquarters" during office hours.

"Headquarters" will be located at the CDC Training Center at 913 Varney St. SE and will be staffed by someone Monday-Friday 2:00 pm-9:00 p.m., and Saturday from 10:00 am to 5:00 p.m. This is where you will pick up your list of households to complete (assignments will be given 4-10 households at a time), your logs and other paperwork, your petty cash, etc. This is also where you will return completed surveys, consent sheets, and receipts.

To contact “headquarters,” call 202-xxx-xxxx.

D. Working in the Field

What To Do While In the Field

When out in the field, you will survey only those households for which an survey log has been assigned—not any other household, even if someone volunteers. Please make up to 4 attempts at each household, trying to vary times and days. You may conduct your surveys anytime between 10 a.m. and 9 p.m.; the best times to reach people are typically early evening and weekends.

The following summarizes what to do in various situations when residents are unavailable to be surveyed:

No one home. When you knock on a door and no one answers, we want that household to know that they have been selected for the survey, and you will try to contact them again. Therefore, you should leave behind a "Sorry, we missed you" card that explains the project with a phone number to contact (see appendix 3). This will alert people that you will be back to try to survey them again.

Household adult not available. Other times children, teens, or adult visitors may be the only people at the household when you are there. Since these people do not qualify for the survey (unless the person is 18 years old and lives at the address), you should leave behind a "Sorry, we missed you" card for the resident and tell the person that you will try to contact them later. Ask the person at the door to suggest a good time to try again.

Household adult available but wants to reschedule. Some people will want to participate in the survey but will not have the time when you knock. Therefore, try to reschedule a time to come back. Because the survey is voluntary, you should be as accommodating as possible. You should ask when a good time is to come back, being as precise as possible, and reschedule. If there is no convenient time to meet in person, offer to set up a time to complete the survey over the phone. If you do reschedule a house or phone survey, please keep your appointment or pass on this information to a Field Coordinator if you will be unable to keep this appointment.

Documenting Work in the Field

It is important to record what happens each time you attempt to contact a household for a survey. You will be able to do this easily with the survey logs designed for this project, a copy of which is located in Appendix 2. Surveyors should mark down the date and time they attempt to talk to a household, as well as the reason why the survey was not completed.

This information will help to make important decisions about when and how to go about trying to make other attempts to contact the household. It will also help to determine whether a selected household should be removed from the sample. For example, you may find that a household is actually a business or vacant. When this occurs, we will select a new household to survey. Additionally, these logs will help you to remember what happened when you previously went to the address and, in the event that you cannot continue to conduct surveys, it will help a new person pick up where you left off.

Completing Remaining Forms

There are a few other forms to complete to consider the survey finished:

- ✓ After the survey, fill out the receipt and have the respondent read and sign the receipt (acknowledging receipt of the \$5) and give the respondent \$5. Also ask the respondent for their name and phone number.
- ✓ Complete your survey log, being sure to mark the survey as complete.
- ✓ Complete the status box at the end of the survey, which includes 1. indicating the gender of the respondent and 2. indicating that the you have a signed receipt.
- ✓ Keep the survey, log sheet, and receipt together for each survey and return these papers to the Field Coordinator.

E. Conducting the Survey

Postcards about the project were mailed to let residents in the sample know about the project. When you go to the households, residents will hopefully be familiar with why you are there. However, you should be prepared to introduce yourself and briefly explain the purpose of the survey. When you knock on a household door and talk to residents, those first few minutes are very important in ensuring that they agree to participate in the survey. People are more willing to cooperate when you speak confidently and knowingly about a project.

Introducing yourself

When you introduce yourself, be confident and speak clearly using the guide provided in the next section, *Survey Introduction*. Practice your introduction **beforehand** by saying it in your own words until you are comfortable with it and can introduce yourself without reading the script. You should always hit on four key points clearly and quickly when you meet someone from the household:

1. **Introduce yourself and the organization.** Explain that you are working with the Urban Institute to conduct resident surveys in the area.
2. **BRIEFLY explain the project.** Explain that this survey is part of a larger research study and will be used by the neighborhood to document information and plan for improvement.
3. Explain that you need to talk to **an adult** (18 years old or older) **who lives at the household**.
4. Explain it will take **no more than 15 minutes of their time** and they will be given **\$5 immediately following the survey**.

People may be busy or suspicious of organizations collecting information and may say they don't want to do it off the bat. While participation is voluntary—meaning that they don't have to do the survey—you should try to respectfully encourage residents to participate. Please refer to some of the reasons in the *Encouraging Household Participation* section and see a list of answers to frequently asked questions such as "How did you get my name" and "What will this information be used for?" in Section F. Also, if they have questions about the Urban Institute, you can tell them that UI is a local nonprofit research organizations and hand them a 1-page fact sheet about the Urban Institute, located in the back of each survey packet.

Refusals. Sometimes a person may not wish to participate in the survey. If you have gone through some of the tactics in the *Encouraging Household Participation*, and answered any questions that the person may have, the person tells you that s/he does NOT want to participate, then note that on the log and they will be considered a nonrespondent. We will take that household off the list.

Encouraging Household Participation In Case of Refusals

The more households on your list that complete the survey, the more confidence the community can have that the findings accurately represent the views of the whole, or at least the majority of the community. You may need to be creative in finding ways to encourage residents to participate in these surveys. Some people are likely to say they are too busy, or that they were just surveyed; it may be difficult to find an adult at home, there may be language barriers, or they may not want to be surveyed at all.

It is very important to try to politely encourage the households from the sample to be surveyed. For example, tell them that:

- It will take **no longer** than 15 minutes and they will receive \$5 immediately following the survey.
- Their views are important.
- Views will not be identified with any particular individual—all results will be reported as total percentages of all persons surveyed.
- This is a project FOR the community.

*****Important Points!*****

- ✓ Always be polite and respectful!
 - ✓ Before beginning an survey, be sure to verify that the individual you will survey actually LIVES at the household and that s/he is 18 years of age or older.
 - ✓ Try to conduct the survey on the doorstep. If you are invited into the house, use your discretion about entering a household.
 - ✓ The survey is VOLUNTARY—no one has to participate!
-

Survey Introduction

Hi, my name is [your name], I hope that I can talk to the head of household for a moment. I live in Washington Highlands, and I'm working on a survey being conducted by the Urban Institute, a nonprofit research organization here in Washington DC. Your household has been randomly picked to participate in the Ward 8 Resident Survey. You should have received a letter or postcard in the mail about our project. We would like to hear your thoughts about your participation in neighborhood organizations and use of local services as well as your opinions about your neighborhood.

I'm here to survey one adult from the household who is 18 years of age or older. The survey will only take about 10-15 minutes and everything you say will be kept confidential. Everyone who participates will receive \$5 immediately following the survey.

Do you have a few minutes right now to complete the survey? **Let the person respond.**

If no, can we schedule another date/time within the next two weeks?

Before beginning the survey, fill out the survey date, start time, and surveyor initials in the "Survey Status" box; the bold box at the top of the survey instrument:

Survey Status:

<p>[We will affix a locating label including address and control number]</p> <p>Survey Date: _____</p> <p>Start time: _____</p>	<p>Surveyor Initials:</p> <p>_____</p>
--	---

Most importantly, use your good judgment when talking to residents. If **in any way it does not look safe in or around the home, do not go in**. Just turn around and leave, documenting later on in the Log that it felt unsafe. **Your safety is more important than anything else!**

<h2>Asking the Questions/Conducting the Survey</h2>

While conducting the survey is straightforward, there are rules to follow.

1. Speak slowly and clearly. While you should read directly from the paper, make eye contact, and be friendly.
2. Ask the questions EXACTLY as they are worded on the paper.
3. Ask the questions in the order they are given.
4. Read the respondent all the answers or response options for each question or subquestion, even if the same list is used in a previous section (one exception: do not read the "don't know" or "refused" categories. This is generally used when the respondent says "I don't know" or refuses to answer a question, which is fine).
5. Select an answer for each question. Simply check the box that corresponds with the response given by the resident or write their answer in the space provided. If the respondent cannot answer a question, select "don't know." If the respondent refuses to answer the question select "Refused" or write refused on the paper.

*******Important Points!*******

- ✓ The key to conducting the survey is to speak slowly and clearly.
- ✓ Ask questions in a neutral and non-judgmental way. Do not use gesture or facial expressions that might lead the resident to respond in a particular way.
- ✓ Do not agree or disagree with any of the respondent as your actions may bias their answers.
- ✓ If the respondent gets off track, politely tell him/her that you have a set number of questions that you have to ask and to hold their other comments until the end.
- ✓ If, at any time, you feel threatened by anyone, in or around the house, **POLITELY END** the survey and leave.

The field staff will be here to meet your needs (202-744-1480)
 Call us if you have any problems or concerns. Please keep open
 communication with Daryl and the rest of the team.

Sensitive questions

The last part of the survey asks some questions about the resident's age, income, and other background information. Some people may think these questions are too personal or the questions will single them out in a negative way. If people are concerned and refuse to answer these questions, you should explain that:

- ✓ Their responses are confidential—no one but the interviewer and researchers will know what they said.
- ✓ Researchers are bound by law and severe fines to secure this confidentiality.
- ✓ We ask because we want to know if people tend to feel a certain way depending on their age, income, number of years in the neighborhood, etc.
- ✓ If the respondent still refuses to answer, check off "Refused" and continue.

Survey Closing

Thank you very much for your time. Now, I just need you to sign this receipt stating that I did give you your five dollars. This receipt is only used to keep tabs of the money from the project, it is not reported to anyone. (You may need to read the receipt to the respondent, don't assume that they will understand the language). Also, someone may call you to make sure I did this survey. Would you please tell me your first name and telephone number so they can make sure everything went OK? If you should have any other questions or comments feel free to call the people listed on the postcard (If they do not have one, leave another copy with them).

*******Important Point!*******

- ✓ Upon completion of survey, always remember to thank respondents.

F. Survey Review and Sample Role Play

<h3>The Survey</h3>

The Survey contains questions about involvement in various community groups, the use of local facilities, and the parts of town residents do errands such as shop and dine.

The best way to get comfortable surveying residents is to practice beforehand. To practice, we need to do more than just read the survey to ourselves—we need to actually ask other people the questions. You'll find after practicing the full survey a few times that any nervousness will go away and you'll feel comfortable. When you feel comfortable, the person being asked the questions will feel more comfortable too!

It is also very helpful to practice what to do when residents don't act the way we expect. For example, some residents may answer your question before you read the response categories. Following are a number of questions you may be asked and scenarios that can happen when you are surveying. It is a good idea to practice these with a friend as well, so you are prepared if one of these situations should happen.

Questions About Participating

TYPE OF QUESTION OR OBJECTION	QUESTION OR STATEMENT	INTERVIEWER RESPONSE
Questions about the survey	<p>What is this all about?</p> <p>What does the Urban Institute do?</p>	<p>The Urban Institute, in partnership with the Wheeler Creek Lease-Purchase group are surveying neighborhood residents to find out participation in neighborhood organizations and use of neighborhood services.</p> <p>The Urban Institute is a non-profit research organization located in Washington, DC., established to examine the social, economic, and other issues facing the nation.</p>
Too busy	<p>I can't spare much time.</p> <p>How long will this take?</p> <p>I'm cooking supper...</p>	<p>This survey will only take 10-15 minutes and your answers are important. We would love to speak to you or another adult living at this home. You will receive \$5 for completing the survey.</p> <p>The questions will only take a few minutes and you will receive \$5 for completing the survey.</p> <p>I can come back. When would be a better time for you?</p>
Suspicious about the survey	<p>I don't want to answer any personal questions.</p> <p>Is what I tell you private?</p>	<p>Your answers are confidential. The answers from you or your household will never be identified individually.</p> <p>What you tell us is "confidential" in that no one will attach your answers to your name. All of the information we gather will be grouped together as a whole but</p>

	<p>That's none of your business.</p> <p>What will you do with my answers? Will it be shared with the Federal Government?</p>	<p>no individuals will be identified.</p> <p>You don't have to answer any question you don't want to.</p> <p>The information will be used as one part of a research study. In addition, findings from the research will be given directly for local groups in the area to use.</p> <p>The data will be compiled in a database and only authorized researchers will work with the data. The information, in a general format, such as 80% of residents do x, will be presented in a report within a year. This is your chance to participate so that these numbers accurately reflect your neighborhood.</p>
Not interested	I don't believe in surveys.	This project is for the community. Your views are important. Information from surveys such as these can be used for the community. Also, it is only about 10 minutes and you will get \$5 for your time.
Sampling	<p>Why me?</p> <p>How did you get my address?</p>	<p>Your household was chosen because you are a resident of the area.</p> <p>The Urban Institute randomly selected households from a list of all households in this area. Your household was not chosen for any particular reason, it was simply picked by a computer.</p>

Scenarios

Situation #1: Making up own responses

Interviewer:

Q1. Thinking about the few blocks around your home, do you feel part of a neighborhood or do you think of it as just a place to live?

The response categories are:

- ☐ Part of a neighborhood
- ☐ Just a place to live
- ☐ [Don't know]
- ☐ [Refused]

Household: Oh, I like living in my neighborhood

Interviewer: I'm sorry, the question asks if you feel **part of a neighborhood** (emphasis) or do you think of it more as **just a place to live** (emphasis)?

The response categories are:

- ☐ Part of a neighborhood
- ☐ Just a place to live
- ☐ [Don't know]
- ☐ [Refused]

Household: Oh, I guess part of a neighborhood

Situation #2: Interrupting the surveyor

Interviewer: Do you think there are enough recreation activities for youth in your neighborhood? The response categories are...

Household: (Household interrupts) Oh yeah, there are plenty.

Interviewer: Please choose from one of the following options:

- ☐ More than enough
- ☐ Enough
- ☐ Not enough
- ☐ [Don't know]
- ☐ [Refused]

Household: Oh, there are enough.

Situation #3. Selecting response based on other residents' experience, not personal experience

Interviewer:

Do you strongly agree - agree – neither agree nor disagree - disagree - strongly disagree with the statement, "This is a close-knit neighborhood?"

Household:

Well, I think this is a close knit neighborhood, but many of the neighbors have stated that this is not a very close knit neighborhood, so I would have to say overall, disagree.

Interviewer:

Yes, but we only want to know your personal opinion. We are surveying some of your neighbors as well, but right now I would just like to know how much you personally agree with the statement.

Household:

OK, I would say "agree."

Situation #4. Refusal to Provide Answer

Interviewer:

Please think about your total combined family income during the past 12 months for all members of the family. Include money from jobs, social security, retirement income, unemployment payments and so forth. Which of these income brackets is closest to the total household income in your family?

- ☐ Less than \$10,000
- ☐ 10,000 to 19,999
- ☐ 20,000 to 29,999
- ☐ 30,000 to 39,999
- ☐ 40,000 to 49,999
- ☐ 50,000 to 59,999
- ☐ 60,000 or over
- ☐ Refused to answer

Household:

What do you need to know that for? I don't tell anybody that.

Interviewer:

This survey is confidential and the responses are in categories, so no one will know your exact income.

Household:

I don't want to answer that.

Interviewer:

OK. Let's skip it and move on to the next question.

G. Technical Issues

Confidentiality

Surveys are a confidential process, which means that the resident trusts you not to identify what they said during the survey to others not involved in the project. Interviewers should not reveal to anyone (other than project members) the names of the people they talk to, nor identify the household in any way. This does not mean that you cannot talk about your survey experiences with your friends and family—you just cannot talk about what residents said and who was surveyed. **You must definitely avoid sharing any specific information about a particular household.**

Because this is a very serious matter, we have a confidentiality agreement for you to read and sign. We also have a volunteer agreement for you to read and sign, which we will go over with you.

Helpful Suggestions for Field Activities

It is important that you, as an interviewer, feel comfortable in the neighborhood and still look official. Therefore, while surveying, interviewers should

- ✓ Wear comfortable but neat clothes.
- ✓ Wear your UI identification badge.
- ✓ Avoid wearing dark sunglasses when you speak to residents—they create a barrier between you and the person with whom you are speaking.
- ✓ Avoid wearing visible religious jewelry or buttons supporting particular candidates or political causes—these things may offend or bias people and result in a refusal to participate in the survey or skew responses.
- ✓ Do not chew gum or smoke during a survey.
- ✓ Go out of your way to be polite.
- ✓ Maintain composure at all times—even if you encounter an odd situation in someone's home, or if someone shares personal information or past experience.
- ✓ Keep facial expressions under control. Do not appear to agree or disagree with the respondent.

Appendix 1: Advance Postcard

Dear Resident,

Your household has been randomly picked to participate in a resident survey conducted by local residents in partnership with the Urban Institute, a local nonprofit research organization. We would like to hear your opinion about the organizations you are involved in and your feelings about your neighborhood. An interviewer may stop by your household to survey someone 18 or older between June 22nd and July 10th, 2002.

We value your opinion! The survey is only 10-15 minutes long and you will receive \$5 as a thank you for participating. Your participation, of course, is voluntary and your opinions will be kept completely confidential.

If you have any questions, please call Gretchen Moore at the Urban Institute, 202-xxx-xxxx. Thank you.

Appendix 2. Contact Log**Final Code:**

- ☐ Complete
- ☐ Refusal: specify _____
- ☐ Vacant
- ☐ Commercial
- ☐ Exhausted
- ☐ Other: specify _____

Interviewer's Name: _____

Contact #	Contact		Result: Active	Come Back		Comments
	Date	Time		Date	Time	
1		a.m.	<input type="checkbox"/> No one home <input type="checkbox"/> No adult home, come back later ► <input type="checkbox"/> Need translator, language: _____ <input type="checkbox"/> Person busy, come back later ► <input type="checkbox"/> Other: _____		a.m.	
		p.m.			p.m.	
2		a.m.	<input type="checkbox"/> No one home <input type="checkbox"/> No adult home, come back later ► <input type="checkbox"/> Need translator, language: _____ <input type="checkbox"/> Person busy, come back later ► <input type="checkbox"/> Other: _____		a.m.	
		p.m.			p.m.	
3		a.m.	<input type="checkbox"/> No one home <input type="checkbox"/> No adult home, come back later ► <input type="checkbox"/> Need translator, language: _____ <input type="checkbox"/> Person busy, come back later ► <input type="checkbox"/> Other: _____		a.m.	
		p.m.			p.m.	
4		a.m.	<input type="checkbox"/> No one home <input type="checkbox"/> No adult home, come back later ► <input type="checkbox"/> Need translator, language: _____ <input type="checkbox"/> Person busy, come back later ► <input type="checkbox"/> Other: _____		a.m.	
		p.m.			p.m.	

Appendix 3. Sorry We Missed You! Card

SORRY WE MISSED YOU!

A local resident surveyor, in partnership with the Urban Institute, stopped by to survey an adult in this household about participation in local community organizations as part of a project to understand how to improve local organizations. This is a short (10-15 minutes), confidential survey, and you will receive \$5 for completing the survey. We're sorry that no adults were home, but we'll stop by again in the next few days.

Thanks for your cooperation! If you have any questions or would like to schedule a time for one of our surveyors to stop by your home, please contact our field manager, Mr. Daryl Dyer at 202-xxx-xxxx or Ms. Gretchen Moore at the Urban Institute, 202-xxx-xxxx.



Appendix 4. Receipt

[Affix Control Label]

Someone may call you to make sure I conducted this survey. Would you please tell me your first name and telephone number so they can make sure everything went OK?

First name: _____

Phone number: _____

RECEIPT

This is to certify that I, _____ received \$5 cash from
Print your name or house address

_____ for my participation in a resident survey for the
Interviewer's name

Urban Institute on _____
date

Signature_____
Date



Appendix D

Service Categories for Community-Based Organizations

We collapsed the original 19 service categories into 11 categories, as follows:

New Category	Original Category
Youth & Education	Child day care
	Recreation and/or sports
	Tutoring
	Mentoring
	Drop-out prevention
Counseling	Family counseling and/or other family services, parenting education
	Financial counseling, money management
	Adoption assistance, foster care
Health & Mental Health	Reproductive health and family planning, pregnancy prevention
	In-home assistance
	Medical services, health treatment, rehabilitation, health support services
	Public health education, wellness program
Employment	Job training, vocational rehabilitation, job placement or job referral
Substance Abuse Treatment	In-patient substance abuse treatment
	Out-patient substance abuse treatment
Community Development	Housing development, rehab, construction
Shelter	Emergency shelter
Violence	Violence prevention
Legal	Legal services, civil rights protection
Food	Other
Referrals	Other



Appendix D (Continued)

Services Provided by Surveyed Organizations, By Primary Service Category

Self-Reported Primary Area	Service Categories	Percent in Category that Provide Service
9 Community Development/Capacity Building Organizations	Youth & Education	66.7%
	Counseling	66.7%
	Health & Mental Health	22.2%
	Substance Abuse Treatment	22.2%
	Employment	
	Food	33.3%
	Shelter	0.0%
	Violence	22.2%
	Community Development	44.4%
	Legal	22.2%
		0.0%
22 Social Service Organizations	Youth & Education	81.8%
	Counseling	63.6%
	Health & Mental Health	40.9%
	Substance Abuse Treatment	0.0%
	Employment	
	Food	40.9%
	Shelter	9.00%
	Violence	13.6%
	Community Development	27.3%
	Legal	0.0%
		9.0%
6 Health Organizations	Youth & Education	50.0%
	Counseling	100.0%
	Health & Mental Health	66.7%
	Substance Abuse Treatment	50.0%
	Employment	
	Food	33.3%
	Shelter	0.00%
	Violence	16.7%
	Community Development	16.7%
	Legal	16.7%
		0.0%
10 Religious Organizations	Youth & Education	80.0%
	Counseling	80.0%
	Health & Mental Health	60.0%
	Substance Abuse Treatment	30.0%
	Employment	
	Food	40.0%
	Shelter	20.0%
	Violence	20.0%
	Community Development	50.0%
	Legal	10.0%
		20.0%



APPENDIX E

Estimation Percentages by Block Group, Centroid and Buffer Method*					
ID	Block Group Number	Percentage of Centroid Missing	Percentage of Edge Buffer Missing	Estimated (Yes or No)	Reason Not Estimated
1	73021	0.3%	22.6%	N	No organizations-Bolling Air Force Base
2	73022	20.1%	14.8%	N	No organizations-Bolling Air Force Base
3	73041	3.2%	20.0%	Y	
4	73042	0	0		
5	73043	0	0		
6	74031	3.1%	14.9%	Y	
7	74041	0	0		
8	74042	0	1.3%		
9	74064	7.4%	16.1%	Y	
10	74071	26.6%	26.8%	N	No organizations Fort Stanton Park
11	74075	41.5%	52.6%	Y	
12	74081	24.0%	48.8%	Y	
13	74091	46.5%	39.9%	Y	
14	74092	14.1%	19.7%	Y	
15	97001	11.6%	20.8%	Y	
16	97002	30.8%	31.8%	Y	
17	98011	0	0		
18	98021	0.8%	0	Y	
19	98022	5.5%	0	Y	
20	98032	0	0		
21	98033	0	0		
22	98034	0	0		
23	98041	0	0		
24	98061	44.9%	34.4%	Y	
25	98062	0	14.5%	Y	
26	98063	0	0		
27	98071	37.9%	30.9%	N	No organizations-Bolling Air Force Base
28	98073	8.6%	28.1%	N	DC Village/Police
29	98084	26.5%	22.5%	Y	Estimated PG County side only

Presence: All Service Organizations, By Method, By Block Group
(Including Day Care Centers; No Religious Institutions)

ID	Block Group	Density of Organizations Within Block Group			Organizations Within 500 Meter Buffer from Centroid	Organizations Within 300 Meter Buffer from Block Group Edge
		No.	Area (Sq. Meter)	Density (*100,000)	Raw Number	Raw Number
1	73021	4	556688	0.72	4	18
2	73022	13	576481	2.26	10	34
3	73041	3	999808	0.30	3	18
4	73042	1	102585	0.97	7	7
5	73043	1	147399	0.68	6	7
6	74031	3	337698	0.89	7	17
7	74041	5	348092	1.44	12	15
8	74042	7	453469	1.54	9	15
9	74064	3	354815	0.85	7	13
10	74071	1	343734	0.29	6	13
11	74075	8	269769	2.97	11	16
12	74081	7	379834	1.84	10	11
13	74091	0	87209	0.00	4	4
14	74092	5	324754	1.54	10	13
15	97001	4	319544	1.25	11	11
16	97002	2	89156	2.24	14	13
17	98011	5	447158	1.12	14	23
18	98021	2	86746	2.31	22	21
19	98022	4	112434	3.56	17	20
20	98032	0	146741	0.00	11	12
21	98033	3	176856	1.70	7	12
22	98034	6	214048	2.80	14	19
23	98041	8	507403	1.58	7	32
24	98061	2	213647	0.94	10	16
25	98062	10	551208	1.81	12	21
26	98063	1	115521	0.87	9	8
27	98071	5	559792	0.89	5	9
28	98073	5	527549	0.95	8	10
29	98084	1	520020	0.19	0	6



Presence: Religious Institutions, by Method, by Block Group

ID	Block Group	Density of Organizations Within Block Group			Organizations Within 500 Meter Buffer from Centroid	Organizations Within 300 meter Radius from Block Group Edge
		No.	Area (Sq. Meter)	Density (*100,000)	Raw Number	Raw Number
1	73021	0	556688	0.00	0	4
2	73022	2	576481	0.35	4	13
3	73041	0	999808	0.00	0	4
4	73042	2	102585	1.95	3	3
5	73043	1	147399	0.68	3	4
6	74031	0	337698	0.00	2	3
7	74041	2	348092	0.57	2	4
8	74042	2	453469	0.44	3	6
9	74064	1	354815	0.28	5	7
10	74071	1	343734	0.29	1	7
11	74075	4	269769	1.48	4	7
12	74081	4	379834	1.05	5	5
13	74091	0	87209	0.00	0	0
14	74092	0	324754	0.00	1	1
15	97001	1	319544	0.31	2	2
16	97002	0	89156	0.00	2	2
17	98011	1	447158	0.22	1	6
18	98021	1	86746	1.15	2	3
19	98022	0	112434	0.00	1	2
20	98032	0	146741	0.00	7	7
21	98033	0	176856	0.00	5	9
22	98034	3	214048	1.40	4	6
23	98041	3	507403	0.59	3	12
24	98061	0	213647	0.00	1	1
25	98062	1	551208	0.18	1	7
26	98063	3	115521	2.60	5	5
27	98071	4	559792	0.71	5	7
28	98073	1	527549	0.19	2	5
29	98084	0	520020	0.00	0	0



**Presence: Pro-Social Places: Schools, Recreation Centers, Libraries, and Parks,*
by Method, by Block Group**

ID	Block Group	Density of Organizations Within Block Group			Organizations within 500 Meter Buffer from Centroid	Organizations within 300 Meter Buffer from Block Group Edge
		No.	Area (Sq. Meter)	Density (*100,000)	Raw Number	
1	73021	1 (1)	556688	0.36	1 (2)=3	4 (2)=6
2	73022	0 (2)	576481	0.35	2 (1)=3	10 (2)=12
3	73041	1 (1)	999808	0.20	1 (1)=1	5 (2)=7
4	73042	0 (0)	102585	0	4 (1)=5	3 (1)=4
5	73043	0 (0)	147399	0	2 (0)=2	3 (0)=3
6	74031	0 (0)	337698	0	1 (0)=1	4 (0)=4
7	74041	1 (1)	348092	0.57	2 (1)=3	5 (2)=7
8	74042	5 (2)	453469	1.54	3 (2)=5	4 (3)=7
9	74064	2 (0)	354815	0.56	4 (0)=4	4 (1)=5
10	74071	2 (1)	343734	0.87	3 (4)=7	5 (5)=10
11	74075	2 (0)	269769	0.74	4 (1)=5	8 (0)=8
12	74081	1 (0)	379834	0.26	2 (1)=3	3 (2)=5
13	74091	0 (0)	87209	0	0 (0)=0	0 (0)=0
14	74092	0 (0)	324754	0	2 (0)=2	2 (0)=2
15	97001	0 (0)	319544	0	2 (0)=2	1 (0)=1
16	97002	0 (0)	89156	0	3 (0)=3	3 (0)=3
17	98011	2 (0)	447158	0.45	7 (0)=7	8 (0)=8
18	98021	1 (0)	86746	1.15	4 (0)=4	3 (0)=3
19	98022	0 (0)	112434	0	3 (0)=3	3 (0)=3
20	98032	0 (0)	146741	0	1 (0)=1	4 (0)=4
21	98033	0 (0)	176856	0	1 (0)=1	4 (2)=6
22	98034	0 (0)	214048	0	5 (1)=6	7 (1)=8
23	98041	11 (0)	507403	2.16	10 (0)=10	10 (2)=12
24	98061	0 (0)	213647	0	1 (0)=1	4 (0)=4
25	98062	3 (0)	551208	0.54	3 (0)=3	4 (0)=4
26	98063	0 (0)	115521	0	1 (0)=1	3 (0)=3
27	98071	1 (1)	559792	0.36	1 (1)=2	4 (4)=8
28	98073	3 (2)	527549	0.95	3 (1)=4	3 (4)=7
29	98084	1 (3)	520020	0.77	1 (4)=5	3 (5)=8

*Number of parks in parentheses.



**Presence: Retail and Residential Establishments, by Method, by Block Group
(No Liquor Establishments)**

ID	Block Group	Density of Businesses Within Block Group			Businesses Within 500 Meter Buffer from Centroid	Businesses Within 300 Meter Radius from Block Group Edge
		No.	Area (Sq. Meter)	Density (*100,000)	Raw Number	Raw Number
1	73021	0	556688	0.00	0	30
2	73022	22	576481	3.82	4	39
3	73041	2	999808	0.20	2	8
4	73042	1	102585	0.97	2	2
5	73043	0	147399	0.00	2	2
6	74031	1	337698	0.30	5	9
7	74041	3	348092	0.86	6	8
8	74042	5	453469	1.10	5	8
9	74064	1	354815	0.28	5	8
10	74071	0	343734	0.00	1	4
11	74075	8	269769	2.97	8	8
12	74081	0	379834	0.00	3	5
13	74091	0	87209	0.00	2	2
14	74092	2	324754	0.62	3	5
15	97001	0	319544	0.00	2	3
16	97002	1	89156	1.12	3	3
17	98011	1	447158	0.22	0	9
18	98021	0	86746	0.00	4	5
19	98022	1	112434	0.89	3	5
20	98032	1	146741	0.68	23	21
21	98033	3	176856	1.70	20	24
22	98034	0	214048	0.00	6	9
23	98041	3	507403	0.59	3	25
24	98061	2	213647	0.94	3	7
25	98062	4	551208	0.73	13	25
26	98063	0	115521	0.00	12	29
27	98071	19	559792	3.39	13	25
28	98073	5	527549	0.95	8	18
29	98084	9	520020	1.73	7	17



Presence: Liquor Establishments, by Method, by Block Group

ID	Block Group	Density of Liquor Establishments Within Block Group			Liquor Establishments Within 500 Meter Buffer from Centroid	Liquor Establishments Within 300 Meter Radius from Block Group Edge
		No.	Area (Sq. Meter)	Density (*100,000)	Raw Number	Raw Number
1	73021	0	556688	0.00	0	9
2	73022	5	576481	0.87	2	9
3	73041	0	999808	0.00	0	3
4	73042	0	102585	0.00	2	2
5	73043	0	147399	0.00	2	2
6	74031	0	337698	0.00	5	6
7	74041	2	348092	0.57	2	3
8	74042	1	453469	0.22	1	1
9	74064	0	354815	0.00	2	2
10	74071	0	343734	0.00	0	2
11	74075	2	269769	0.74	3	3
12	74081	0	379834	0.00	2	5
13	74091	0	87209	0.00	3	3
14	74092	3	324754	0.92	0	4
15	97001	0	319544	0.00	2	4
16	97002	0	89156	0.00	2	2
17	98011	2	447158	0.45	0	5
18	98021	0	86746	0.00	1	3
19	98022	0	112434	0.00	1	1
20	98032	0	146741	0.00	5	6
21	98033	1	176856	0.57	5	7
22	98034	0	214048	0.00	2	5
23	98041	4	507403	0.79	4	9
24	98061	1	213647	0.47	1	4
25	98062	2	551208	0.36	4	10
26	98063	0	115521	0.00	6	7
27	98071	6	559792	1.07	3	7
28	98073	1	527549	0.19	3	6
29	98084	3	520020	0.58	1	6

Appendix F
Full Correlation Matrix, All Variables

Appendix F: Full Correlation Matrix

	1	2	3	4	5	6	7	8	9	11	12	13	14	15	16	17	18
1 Collective Efficacy	1																
2 Cohesion	0.822***	1.000															
3 Control	.955***	0.654***	1.000														
4 Trust	0.632***	0.536***	0.517***	1.000													
5 Exchange	0.589***	0.732***	0.435**	0.542***	1.000												
6 Parks	0.469**	0.601***	0.292	0.413**	0.645***	1.000											
7 Confidence	0.552***	0.585***	0.472**	0.477**	0.559***	0.622***	1.000										
8 Particip. (mean)	0.061	0.187	-0.076	0.426**	0.395**	0.241	0.097	1.000									
9 Particip. (median)	0.428**	0.535***	0.293	0.579***	0.549***	0.549***	0.447**	0.733***	1.000								
11 Relig. participation	0.437**	0.353*	0.461**	0.214	0.100	0.272	0.297	-0.076	0.222	1.000							
12 Patronage	0.264	0.369*	0.245	-0.031	0.125	-0.099	0.292	-0.266	-0.004	0.330*	1.000						
13 Community cntr	0.491***	0.517***	0.415**	0.509***	0.574***	0.419**	0.451**	0.611***	0.746***	0.506***	-0.008	1.000					
14 Blk satisfaction	0.622***	0.713***	0.501***	0.669***	0.665***	0.533***	0.570***	0.285	0.606***	0.255	0.219	0.467**	1.000				
15 Ngh satisfaction	0.671***	0.722***	0.561***	0.558***	0.740***	0.507***	0.480**	0.164	0.469**	0.116	0.235	0.329*	0.899***	1.000			
16 Density- all orgs	0.051	-0.062	0.138	-0.029	-0.103	-0.485**	-0.214	-0.056	-0.086	0.075	0.121	0.207	-0.102	-0.090	1.000		
17 Density-surveyed	0.206	0.077	0.309	-0.078	-0.013	-0.230	-0.021	-0.050	0.017	0.070	-0.005	0.316	0.044	0.020	0.702***	1.000	
18 Density-PSP	-0.003	-0.263	0.104	0.073	-0.092	-0.132	0.064	0.289	0.152	-0.004	-0.343*	0.312	-0.132	-0.130	0.069	0.056	1.000
19 Density-res & retail	-0.082	-0.068	-0.097	0.008	-0.107	0.052	0.066	0.186	0.057	-0.117	-0.314	0.233	-0.046	-0.196	0.277	0.344*	0.086
20 Density-religious	0.188	0.110	0.183	0.184	0.152	-0.025	0.008	0.088	0.023	0.248	-0.004	0.235	0.141	0.292	0.221	0.329*	0.024
21 Density- liquor	-0.116	-0.156	-0.110	-0.006	-0.191	0.054	0.108	0.097	0.060	-0.170	-0.299	0.124	-0.092	-0.202	0.164	0.197	0.277
22 Centroid-all	0.107	-0.019	0.218	-0.202	-0.034	-0.374*	-0.058	-0.254	-0.165	0.323	0.397*	0.178	-0.258	-0.168	0.725***	0.462**	-0.064
23 Centroid-surveyed	0.198	0.088	0.292	-0.266	0.209	-0.014	0.058	-0.284	-0.247	0.182	0.262	0.097	-0.065	0.082	0.376**	0.585***	-0.166
24 Centroid-PSP	0.108	-0.089	0.178	0.170	0.035	-0.170	-0.098	0.301	0.219	0.071	-0.168	0.277	0.148	0.220	0.239	0.140	0.722***
25 Centroid-res & retail	-0.153	-0.160	-0.192	-0.199	0.059	0.182	-0.048	0.039	-0.189	-0.306	-0.191	-0.107	-0.315	-0.224	-0.084	0.135	-0.099
26 Centroid-religious	0.173	0.305	0.251	0.263	0.433**	0.321	0.218	0.240	0.362	-0.035	0.016	0.345*	0.243	0.325	0.116	0.313*	0.001
27 Centroid-liquor	0.067	0.092	0.042	0.025	-0.008	0.073	0.050	-0.109	-0.286	-0.183	-0.169	-0.088	-0.251	-0.181	-0.023	0.238	-0.075
28 Blck edge-all orgs	0.131	-0.026	0.162	0.159	0.071	-0.238	0.262	0.045	0.064	-0.074	0.154	0.310	0.138	0.092	0.530***	0.359**	0.350*
29 Blck edge-surveyed	0.195	0.006	0.264	0.213	0.211	-0.082	0.214	0.182	0.045	-0.133	-0.119	0.325	0.277	0.243	0.373**	0.579***	0.318*
30 Blck edge-PSP	0.002	-0.088	0.001	0.269	0.111	0.103	0.148	0.404**	0.347*	-0.157	-0.336*	0.368*	0.347*	0.258	0.101	0.223	0.584***
31 Blck edge-res & ret	-0.083	-0.247	-0.115	0.163	-0.002	0.067	0.149	0.267	0.011	-0.316	-0.391**	0.089	0.101	-0.053	-0.036	0.258	0.173
32 Blck edge-relig	0.243	0.192	0.247	0.342*	0.353*	0.114	0.365*	0.350*	0.306	-0.266	-0.080	0.369*	0.355*	0.371*	0.275	0.401**	0.368**
33 Blck edge-liquor	-0.111	-0.272	-0.187	0.169	-0.172	0.058	0.132	0.159	-0.070	-0.162	-0.256	-0.028	0.009	-0.148	-0.070	0.038	0.075
34 Accessibility	-0.393**	-0.259	-0.448**	-0.301	-0.422**	-0.018	-0.276	0.172	0.039	0.078	-0.161	-0.100	-0.507***	-0.613***	-0.169	-0.123	-0.153
35 CIC Additive	-0.442**	-0.326*	-0.483***	-0.331*	-0.464**	-0.051	-0.308	0.145	-0.014	0.051	-0.192	-0.137	-0.550***	-0.658***	-0.163	-0.097	-0.157
36 CIC Factor Score	-0.415**	-0.282	-0.466**	-0.311	-0.439**	-0.027	-0.278	0.150	0.014	0.070	-0.164	-0.120	-0.524***	-0.634***	-0.168	-0.118	-0.164
37 Centroid-Capacity	0.146	0.042	0.228	-0.260	0.211	0.024	0.088	-0.258	-0.229	0.121	0.207	0.095	-0.092	0.036	0.371**	0.596***	-0.158
38 Blck edge-Capacity	0.111	-0.072	0.178	0.160	0.160	-0.073	0.187	0.188	0.022	-0.175	-0.170	0.292	0.197	0.149	0.368**	0.608***	0.265
39 Disadvantage	-0.290	-0.194	-0.242	-0.379*	0.029	-0.312	-0.138	-0.048	-0.170	-0.154	0.266	-0.134	-0.294	-0.126	0.071	-0.235	0.269
40 Res stability	.346*	0.212	0.388**	0.324	-0.027	0.015	0.165	-0.063	0.053	0.237	-0.113	0.153	0.218	0.136	0.088	0.111	0.089
41 RaceHet	0.031	0.089	0.027	-0.039	0.029	0.243	0.033	0.054	0.099	-0.213	-0.387*	-0.003	0.185	0.175	-0.085	0.244	-0.114
42 Pct. commercial	0.047	0.093	-0.036	0.226	0.346*	0.057	0.043	0.488***	0.291	-0.594***	-0.162	0.132	0.174	0.238	0.025	0.104	-0.038
43 Pop density (sq km)	-0.059	0.010	-0.031	-0.349*	-0.142	-0.262	-0.107	-0.296	-0.308	-0.100	0.186	-0.278	-0.469**	-0.311	0.059	-0.038	-0.164
44 Income cat. (survey)	0.289	0.464**	0.168	0.250	0.373*	0.270	0.056	0.130	0.270	0.262	0.187	0.400**	0.390*	0.396**	0.017	0.003	-0.175
45 Yrs in home (survey)	0.441	0.512***	0.331*	0.668***	0.532***	0.546***	0.587***	0.226	0.531***	0.441**	0.094	0.484***	0.581***	0.522***	-0.186	-0.222	0.051
46 Own home (survey)	0.458	0.503***	0.388**	0.432**	0.412**	0.302	0.401**	0.080	0.164	0.553***	0.239	0.534***	0.449**	0.385**	-0.058	-0.057	0.012
47 Married (census)	0.209	0.297	0.121	0.447**	0.389**	0.325	0.240	0.309	0.436**	0.083	-0.245	0.390**	0.521***	0.444**	-0.182	-0.056	-0.081

Appendix F: Full Correlation Matrix (continued)

	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
1 Collective effic.															
2 Cohesion															
3 Control															
4 Trust															
5 Exchange															
6 Parks															
7 Confidence															
8 Particip. (mean)															
9 Particip. (median)															
11 Chrch particip.															
12 Patronage															
13 Community cntr															
14 Blk satisfaction															
15 Ngh satisfaction															
16 Density- all orgs															
17 Density-surveyed															
18 Density-PSP															
19 Density-res & ret.	1.000														
20 Density-religious	-0.010	1.000													
21 Density- liquor	0.734***	-0.098	1.000												
22 Centroid-all	-0.046	0.159	-0.091	1.000											
23 Centroid-survey.	0.070	0.274	-0.052	0.635***	1.000										
24 Centroid-PSP	-0.003	0.188	0.173	0.113	-0.027	1.000									
25 Centroid-res & retail	0.357*	0.066	0.239	-0.065	0.459**	-0.304	1.000								
26 Centroid-religious	0.244	0.429**	0.035	0.101	0.499***	0.069	0.520***	1.000							
27 Centroid-liquor	0.154	0.265	-0.002	-0.050	0.335*	-0.275	0.670***	0.451**	1.000						
28 Blck edge-all orgs	0.230	-0.138	0.323*	0.386**	0.135	0.363*	-0.206	-0.066	-0.135	1.000					
29 Blck edge-surv.	0.404**	0.119	0.423**	0.210	0.450**	0.408**	0.196	0.338*	0.211	0.757***	1.000				
30 Blck edge-PSP	0.470***	0.017	0.496***	-0.195	-0.102	0.650***	0.005	0.126	-0.108	0.561***	0.631***	1.000			
31 Blck edge-res & ret	0.479***	0.009	0.448**	-0.307	0.107	-0.020	0.479***	0.146	0.346*	0.302	0.686***	0.475***	1.000		
32 Blck edge-relig	0.418**	0.191	0.367	-0.011	0.302	0.369**	0.297	0.617***	0.278	0.567***	0.769***	0.659***	0.522***	1.000	
33 Blck edge-liquor	0.231	-0.067	0.389**	-0.240	0.021	-0.043	0.366*	-0.004	0.372**	0.326*	0.524***	0.281	0.814***	0.364*	1.000
34 Accessibility	-0.043	-0.050	-0.045	-0.131	-0.208	-0.276	0.123	-0.194	0.131	-0.587***	-0.513***	-0.347*	-0.195	-0.556***	-0.076
35 CIC Additive	-0.015	-0.055	-0.019	-0.116	-0.176	-0.286	0.177	-0.180	0.163	-0.563***	-0.468***	-0.329*	-0.129	-0.531***	-0.016
36 CIC Factor Score	-0.037	-0.063	-0.034	-0.123	-0.202	-0.294	0.138	-0.198	0.139	-0.574***	-0.505***	-0.349*	-0.177	-0.555***	-0.056
37 Centroid-Capac.	0.101	0.244	0.010	0.619***	0.978***	-0.082	0.566***	0.607***	0.422**	0.172	0.465**	-0.063	0.226	0.322*	0.167
38 Blck edge-Capac.	0.447**	0.110	0.460***	0.207	0.472***	0.309*	0.319*	0.361**	0.280	0.711***	0.981***	0.609***	0.767***	0.794***	0.685***
39 Disadvantage	-0.466**	-0.106	-0.289	0.323*	0.044	0.123	-0.204	-0.100	-0.293	0.096	-0.198	-0.251	-0.397**	-0.133	-0.359*
40 Res stability	0.514***	0.101	0.291	-0.081	-0.117	0.149	-0.156	0.010	-0.125	0.023	0.097	0.249	0.011	0.183	-0.159
41 RaceHet	0.406**	0.129	0.306	-0.372	0.062	-0.149	0.393	0.265	0.357*	-0.110	0.255	0.152	0.568***	0.323*	0.422**
42 Pct. commercial	0.141	0.029	0.085	-0.019	0.068	-0.061	0.219	0.389**	0.173	0.183	0.310	0.219	0.286	0.443**	0.145
43 Pop density	-0.324*	0.007	-0.345	0.212	0.051	-0.260	-0.131	-0.103	0.100	-0.263	-0.396**	-0.719***	-0.432**	-0.472***	-0.385**
44 Income cat. (surv.)	-0.032	0.238	-0.121	-0.132	0.001	-0.128	-0.008	0.098	-0.002	-0.166	-0.091	0.020	-0.169	0.005	-0.156
45 Yrs in home (surv)	-0.053	0.423**	-0.136	-0.114	-0.158	0.103	-0.164	0.199	-0.024	-0.044	-0.072	0.167	-0.082	0.225	-0.071
46 Own home (surv)	0.063	0.449**	-0.051	-0.040	0.022	-0.043	-0.193	0.103	0.007	0.047	0.106	0.039	-0.050	0.081	-0.027
47 Married (census)	0.251	0.166	0.129	-0.237	-0.187	0.119	-0.079	0.194	-0.136	-0.001	0.155	0.434**	0.162	0.181	0.007

Appendix F: Full Correlation Matrix (continued)

	34	35	36	37	38	39	40	41	42	43	44	45	46	47
1 Collective Efficacy														
2 Cohesion														
3 Control														
4 Trust														
5 Exchange														
6 Parks														
7 Confidence														
8 Particip. (mean)														
9 Particip. (median)														
11 Chrch participation														
12 Patronage														
13 Community cntr														
14 Blk satisfaction														
15 Ngh satisfaction														
16 Density- all orgs														
17 Density-surveyed														
18 Density-PSP														
19 Density-res & retail														
20 Density-religious														
21 Density- liquor														
22 Centroid-all														
23 Centroid-surveyed														
24 Centroid-PSP														
25 Centroid-res & retail														
26 Centroid-religious														
27 Centroid-liquor														
28 Blck edge-all orgs														
29 Blck edge-surveyed														
30 Blck edge-PSP														
31 Blck edge-res & ret														
32 Blck edge-relig														
33 Blck edge-liquor														
34 Accessibility	1.000													
35 CIC Additive	0.994***	1.000												
36 CIC Factor Score	0.999***	0.997***	1.000											
37 Centroid-Capacity	-0.139	-0.099	-0.128	1.000										
38 Blck edge-Capacity	-0.415**	-0.360*	-0.401**	0.517*	1.000									
39 Disadvantage	-0.147	-0.172	-0.152	0.010	-0.242	1.000								
40 Res stability	-0.279	-0.277	-0.283	-0.192	0.039	-0.489***	1.000							
41 RaceHet	-0.070	-0.040	-0.070	0.093	0.299	-0.441**	0.134	1.000						
42 Pct. commercial	-0.132	-0.140	-0.141	0.098	0.317*	0.056	-0.175	0.003	1.000					
43 Pop density (sq km)	0.317*	0.294	0.311*	0.007	-0.417**	0.428**	-0.274	-0.134	-0.119	1.000				
44 Income cat. (survey)	-0.140	-0.169	-0.155	-0.034	-0.124	-0.175	0.151	0.038	0.019	-0.262	1.000			
45 Yrs in home (survey)	-0.201	-0.238	-0.213	-0.173	-0.126	-0.261	0.384*	0.020	-0.137	-0.319	0.370*	1.000		
46 Own home (survey)	-0.369*	-0.402**	-0.380*	-0.046	0.034	-0.121	0.345*	-0.067	-0.166	-0.240	0.646***	0.577***	1.000	
47 Married (census)	-0.158	-0.154	-0.162	-0.179	0.132	-0.575***	0.503***	0.242	0.104	-0.525***	0.444**	0.597***	0.329*	1.000