

# Learning About Community Needs and the *Baltimore Builders Program* in Brooklyn, MD

## Research Report

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## Introduction

This report summarizes the activities and results from research conducted during the Spring semester 2022 as part of a graduate course in the Department of Sociology, Anthropology, and Public Health at the University of Maryland, Baltimore County (UMBC). The asset-based and community-based research methods used built upon the relationships established between UMBC and community partners in Brooklyn and Curtis Bay since 2015. From January to May 2022, several UMBC graduate students and their professor (see report authors) spent over 150 combined hours in the Baybrook community volunteering, conducting research, and speaking with community members and leaders in community-based organizations. Their first introduction to the community was a walking tour with Jan Eveland of *Action Baybrook*, who explained many of the community's assets and highlighted the work she is doing to rehabilitate vacant homes. Next, Charles DeBarber welcomed the students at *Filbert Street Garden* and they canvassed the surrounding blocks to hand out flyers about services offered at the garden.

The research projects for the community partners were (1) fielding a community survey, (2) conducting a qualitative study of the *Baltimore Builders Program*, and (3) creating a training manual for *Action Baybrook* on how to use *Google Maps* and *Open Baltimore Data*. Students collected data through various methods (e.g., administered an online and in-person survey, observed, interviewed participants in the program, and listened to residents), volunteered in the community, developed an action plan, and made recommendations for change. At the conclusion of the study, students presented their findings at the Action Baybrook monthly meeting to the community.

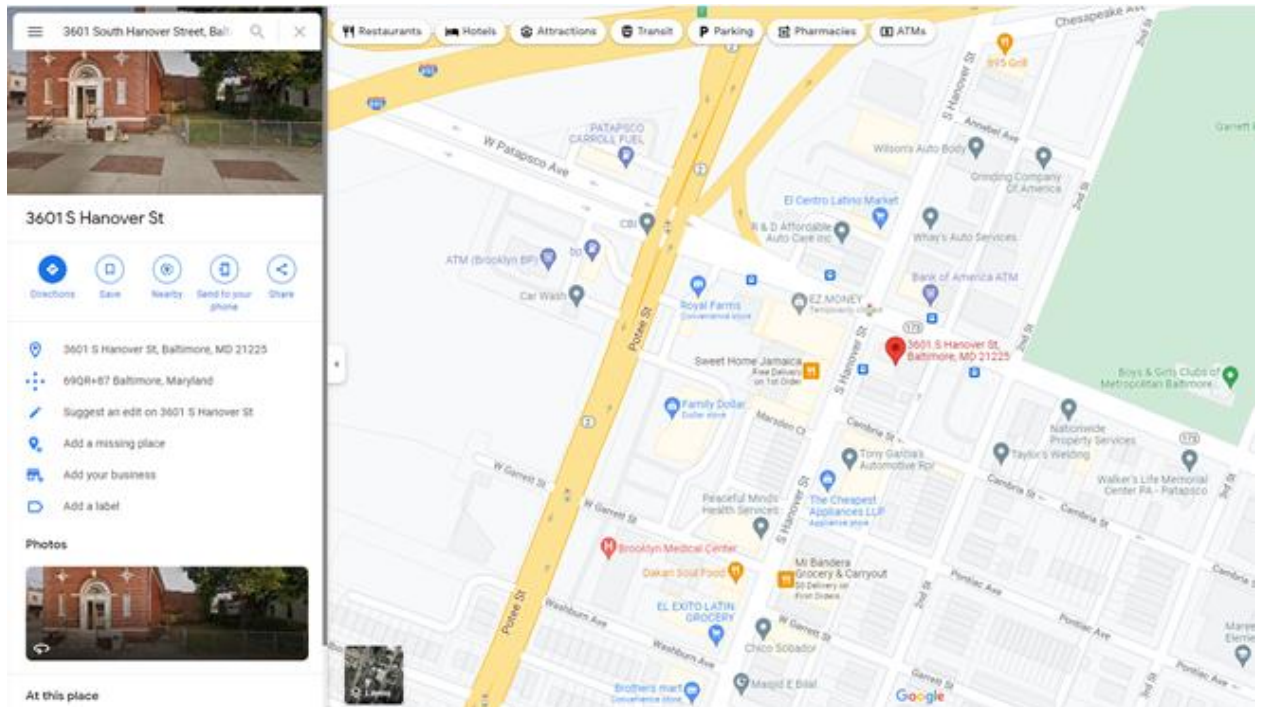
*The research objectives based on requests from community partners were:*

1. To survey the community on their wants and needs based on the closing of the *Bank of America* Brooklyn branch at 3601 S. Hanover St.
  - How do Brooklyn residents want the former bank building to be used?
  - What are Brooklyn residents' top priorities for their community?
2. To evaluate the *Baltimore Builders* program in the context of other youth work development programs.
  - What does the *Baltimore Builders* program mean to participants' lives?
  - How can *Baltimore Builders* sustain its recruitment and increase the diversity of its participants?
3. To develop a training manual for the community so users can map 311/911 calls and vacant properties.

# The Brooklyn Community Survey

The aim of the community survey was to understand Baybrook residents' priorities for the former Bank of America (BoA) Brooklyn branch building, their banking needs, their use of physical spaces in the surrounding neighborhood, and their most pressing concerns about the area (see map below).

Figure 1: Map of the Brooklyn, MD area surrounding the former Bank of America branch



Note: Pin shows 3601 S Hanover St., the location of the former Bank of America Baybrook branch building.

## Data

The survey data were generated over approximately three weeks in February and March of 2022. We collected 95 responses through a combination of in-person and online surveys. A convenience sampling method was used by asking event attendees and people on community-based organizations' mailing lists to complete the survey. The survey was administered using Google Forms and included a combination of multiple choice and short answer questions (see Appendix A). The in-person surveys were administered at two community events, a "free sale" at Garrett Park and a food distribution at the City of Refuge. Community members were surveyed in face-to-face using cell phones in both English and Spanish. The online survey was later also emailed to our partner organizations in the community, including the Greater Baybrook Alliance and Action Baybrook to distribute to their email lists. One question, regarding what type

of retail store respondents would like to see in the former bank building, only received 70 responses, since it was added after some responses had already been collected.

We used SPSS to process and analyze the data. The survey included two sets of ranking questions for the first, second, and third most important needs in Baybrook, and respondents' first, second, and third choices for what they would like to see in the former Bank of America building. These questions were recoded by grouping the answers into common categories and including all write-in answers for "other". The second set of variables we created were binary variables, where we used logical operators to determine, for each category, whether respondents had indicated that category as any of their top 3 choices for Baybrook's most important need and their preference for the use of the former bank building. Appendix B shows the categories we recoded the answers into and a list of the answers that we included in each of the categories. To choose these categories, we first grouped similar answers together, including write-ins from "other" answers, and then determined an appropriate name for each group. The categories for preferences for the former Bank of America Building were commercial, community/recreation center, new bank branch, police, services, and other. For the question that asked what type of retail store would be needed most if one were to move into the former Bank of America Brooklyn branch building, the categories were: food, retail (not food), laundry, services (not retail), and other. The answers to questions about the three most important needs in Baybrook were grouped into categories for housing, economy, services, and policing.

For the race, we used one variable with categories for African American/Black, Bi-/multi-racial, Caucasian/White, and Hispanic ("other" was also an option, but was not selected by any respondents) as well as creating dummy variables for white versus non-white respondents. For gender, options were "woman," "man," and "other," however no respondents indicated other; therefore, we re-coded gender into a dummy variable for female. Three categories were created for ages: 18-42, 43-55, and 56 and older.

## **Results**

Table 1 presents the characteristics of the sample of 95 respondents. The sample is skewed toward older (average age of 49), female (74%), and white (63%) respondents. Notably, the respondents in this sample tend to be involved in the community, with 80% planning to stay at least a few years and 40% attending community meetings often or almost always. Only 21% of respondents indicated that they never attend community meetings.

Below, the frequency of visiting various Baybrook assets in the 12 months preceding the survey are shown. Most (76%) respondents never visited the former Bank of America Brooklyn branch in the past 12 months, and respondents were most likely to say that they never visited Garrett Park, the Brooklyn Branch of the library, and the restaurants and businesses at E Patapsco and S Hanover (49%, 47%, and 41%, respectively).

**Table 1: Characteristics of Respondents to Community Survey**

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Age	Mean = 48.65 (sd=5.83)
% Women	73.7
% Non-white	37.2
% Plan to stay in Brooklyn	80.2
% of respondents attend community events:	
Never	21.1
Sometimes	37.9
Often	23.2
Almost always	1.1
% of respondents visit Bank:	
Never	76.1
Sometimes	13.0
Often	10.9
% of respondents visit Garrett Park:	
Never	48.9
Sometimes	28.3
Often	22.8
% of respondents visit Library:	
Never	46.7
Sometimes	33.7
Often	19.6
% of respondents visit area businesses:	
Never	40.9
Sometimes	38.7
Often	20.4

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## Banking in Baybrook

Table 2 shows how the 95 respondents do their banking. The most popular response was online only (38%), and about 40% of respondents visit a branch in person as part of their banking.

**Table 2: Banking methods of survey respondents (N = 95)**

	Percent (%)
Online only	38
Online, ATM, and branch in person	15
Branch in person and ATM	14
Online and branch in person	11
Online and ATM	8
ATM only	5
No answer, no bank account, other non-bank	8

In Table 3, the results for respondents' preferences for a banking branch or the use of the bank building are displayed. While 73% of respondents agree or strongly agree that there should be a physical Bank branch in Brooklyn, only 2% of respondents selected a new bank branch as their top choice for this location. It is possible that they would prefer that a bank branch be in a different location than the previous Bank of America.

Most respondents (51%) indicated that they preferred a community or recreation center as their top choice for this location, with 80% of respondents selecting this as one of their top three choices. This shows that there is a perceived need for a community gathering space in that area. The second most popular selection was a retail option in this space, with 29% indicating this as their top choice and 56% selecting it as one of their top three, followed by a service provider, with 12% of respondents selecting this as their top choice and 44% selecting it as one of their top three choices. Respondents overwhelmingly did not prefer a police location to be in the former bank building, with only 2% indicating it as their top choice and 5% picking it as any of their top three choices.

Table 4 presents respondents' top choice for the former Bank of America building in the event that a retail location moves into that space. Most respondents (60%) want an establishment that sells food, such as a restaurant, cafe, or grocery store. Twenty-one percent prefer a different type of retail, such as a hardware store, bank, or clothing store. None percent would like a service provider like a laundry, and 3% indicated that they would prefer social services of some sort to be located here in lieu of a retail location.

**Table 3: Respondents' priorities for banking and the former bank building (N=95)**

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	<b>Percent (%)</b>
We Need a Bank Branch more than just an ATM	
Strongly Disagree	9.9
Disagree	17.6
Agree	19.8
Strongly Agree	52.7
First Choice for Former Bank Building	
Community/Recreation Center	50.5
Services	11.8
Commercial	29.0
New Bank Branch	2.2
Police	2.2
Other	4.3
A commercial business is a Top 3 Choice for the former bank building	55.8
Service provider is a Top 3 Choice for the former bank building	44.2
Police is a Top 3 Choice for the former bank building	5.3
A community center is a Top 3 Choice for the former bank building	80.0

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**Table 4: Preferences for a potential retail location in the former bank building (N = 70)**

	<b>Percent (%)</b>
Food	60.0
Laundry	8.6
Retail (not food)	21.4
Services (not retail)	2.9
Other	7.1
Total	100

*Brooklyn Community Priorities*

In Table 5, results are shown for respondents' choices as the most important need in Brooklyn. Additionally, the table shows the percentages of respondents who chose each category as any one of their top three priorities. Nearly all (93%) respondents indicated housing as Baybrook's first, second, or third most important need, including 61% who indicated it as their top priority. Policing came in second, with 26% of respondents indicating it as their top choice, and 50% selecting it as one of their top three priorities. Economic needs were selected as one of the top three priorities by 50% of respondents, however, only 7% chose economic needs as their first priority. Services were the lowest priority, with 4% of respondents indicating it was the most important need in Baybrook and 35% of respondents choosing it as one of their top three.



**Table 5: Respondents' identified top needs in Baybrook (N = 95)**

	Percent (%)
Most Important Need in Baybrook	
Economy	6.5
Housing	61.3
Policing	25.8
Services	4.3
Other	2.2
Housing is a top 3 Need in Baybrook	92.6
Economy is a top 3 Need in Baybrook	49.5
Policing is a top 3 Need in Baybrook	49.5
Services is a top 3 Need in Baybrook	34.7

*Respondents' characteristics and their Involvement in the community*

In this section, we examined whether respondents plan on staying in Baybrook for the next few years, whether they are residents, and whether they work, volunteer, or own a business in Baybrook. We compared those responses by race, gender, age, and how often they attend community meetings to examine whether relationships exist. We found the following significant patterns:

- Whites (91%) are more likely to plan on staying in Baybrook than non-whites (61%). At only 22%, Hispanic residents are least likely to plan on staying.
- There was no relationship between respondents' gender or age and their intention to stay in Baybrook.
- The overwhelming majority of respondents who attend community meetings always (80%) often (95%) or sometimes (88%) indicated that they plan on staying in Baybrook. Only 55% of respondents who never attend community meetings plan on staying in Baybrook.

### *Respondents' characteristics and their use of assets in the community*

Respondents' race and gender were related to their use of community assets. For respondents' race, we found a relationship with their frequency of visiting businesses at the intersection of E Patapsco and S Hanover, while for gender, the relationship we observed was for their frequency of visiting Garrett Park. Age and frequency of attending community meetings were not found to have a relationship with respondents' visits to Baybrook places and services.

- There is a strong relationship between race and the frequency that respondents report visiting restaurants, stores, and other businesses at the E Patapsco and S Hanover intersection. The majority of white respondents (51%) stated that they never visit those businesses, compared to 25% of non-white respondents. Hispanics were most likely to indicate that they visit those assets often (54%).
- There is a relationship between the respondents' gender and the frequency of visits to Garrett Park. Men are more likely to visit the park often (50%) than women (13%). Over half of the women indicated that they never visit the park, compared to 29% of men.
- There was no evidence of a relationship between respondents' age and their frequency of visiting any of the Baybrook places and services that we asked about in this survey.

### *Respondents' characteristics and their preferences for the Bank building*

The analyses of the relationship between race, community engagement and respondents' first choice for what they would like to see in the former Bank of America building.

- The majority (61%) of Black respondents preferred a community or recreation center, compared to 48% of white and 46% of Hispanic respondents. The second choice for residents was a commercial location. White respondents were more likely (33%) to indicate that a commercial business was their top choice than Black (28%) or Hispanic (8%) respondents.
- The relationship between community engagement and whether respondents indicated police was a top 3 choice for the former bank building. 100% of those who often attend community meetings say police is not a top choice for the former bank building.
- All of the respondents who almost always attend community meetings indicated that a rec center is a top-three choice.
- Results did not indicate a relationship between respondents' age or gender and their answers to questions about what they would most like to see in the former Bank of America Brooklyn branch building.

### *Respondents' characteristics and their assessment of the top needs in Brooklyn*

- While both white and nonwhite respondents chose housing as Baybrook's first choice of a need (62% and 61%, respectively), white respondents were more likely than nonwhite respondents to indicate policing as a top need in Baybrook (31% versus 18%).

- While most respondents in all age groups indicated housing as their first choice, respondents under 42 years old were more likely than other groups to indicate that more services are Baybrook's top need (14%, versus 0% for other age groups). As age increases, respondents were more likely to choose Policing as their first choice need (10% for ages 18-41, 26% for ages 43-55, and 39% for ages 56 and up).
- Respondents under 42 years old were more likely than the other age groups to indicate that more services are one of Baybrook's top three needs (55%),
- 63% of respondents who often attend community events indicate that housing is the most important need. 77% of those who often attend community meetings do NOT consider more policing a top 3 need.
- There was no evidence of a relationship between respondents' gender and their answers for needs in Baybrook.

### *Overall correlations among all survey variables*

In Appendix C, the correlations of all survey variables are displayed. Several statistically significant correlations appear between the sociodemographic variables and outcome variables. Age was negatively correlated with park visits, restaurant visits and combined visits to community assets. This suggests that older residents of the Baybrook community are less likely to visit local assets, which might be due to lack of transportation, disability issues, or safety concerns. There was also a negative association between gender and park visits. Women in the community may not feel as comfortable visiting Garrett Park as men. This may indicate that Garrett Park does not provide enough of a family-friendly environment. There was also a negative correlation between race and restaurant visits - white residents are less likely to visit these places. African Americans and Hispanics were more likely to visit certain assets in Brooklyn than whites. African Americans are more likely to visit the library, which may indicate that these residents use resources provided by the public library, such as the internet. Hispanics are most likely to visit restaurants, which suggests that available Brooklyn restaurants are appealing to the Hispanic population.

### **Summary**

The results of this survey were mixed in terms of community members' banking needs. Most of the respondents indicated that they did online banking and many never visited the former Bank of America Brooklyn branch, but this may be due to the COVID-19 pandemic. However, 68% of respondents agree or strongly agree that there should be a physical Bank branch in Brooklyn. Therefore, it is possible that, while residents would like a bank branch, the former Bank of America Brooklyn branch building may not be the preferred choice of location because most want some kind of community center in that location. In addition, people might want a bank branch because it would help local businesses nearby even if they themselves did not visit it personally. Having a bank could also be viewed as a symbol of development in the community. Most (60%) of respondents also indicated that, should this building become a retail location, their top choice would be a restaurant, grocery store, or another food-related establishment.

This survey also found that the greatest need identified by respondents was housing. In addition, community assets in the area of interest are highly underutilized, especially among white, elder, and female respondents. Non-white respondents were more likely to visit restaurants, stores, and other businesses at E Patapsoc and S Hanover. Hispanic respondents were most likely to indicate that they visit businesses.

## **The *Baltimore Builders* Work Development Program**

### **Methodology**

This qualitative study consisted of a literature review, background research on the program to create a logic model, an initial informal focus group session with 5 program participants, and subsequently interviews with 9 participants in the Baltimore Builders program, a youth workforce development program in the Baybrook neighborhood. Participants were aged 17-20, with six males and three females. Four participants identified as Black or African American, three identified as white or Caucasian, and two identified as bi- or multi-racial. We used a convenience sampling method whereby we communicated with our contacts on the Baltimore Builders professional staff who then connected us to participants who agreed to be interviewed. All participants provided verbal informed consent before the interviews took place.

We interviewed participants over two days at the sites of two community-based organizations that partner with Baltimore Builders. The first set of interviews were held at a Filbert Street Garden event on Saturday, April 16th, 2022 and the second set was administered on Tuesday, April 19th, 2022 at the City of Refuge. At the close of both events, the participants were invited to eat pizza together as a “reward” for their time.

Appendix D presents the interview protocol. The questions began with questions about demographics and participants’ experience in high school and then continued with questions about the impact and importance of the program, motivations for joining, gender and diversity issues, and the structure of the program. These questions were developed based on questions that Baltimore Builders professional staff had about recruitment, program impact, and how to encourage greater gender diversity, and an informal focus group that we held at City of Refuge on Tuesday, March 1st, 2022 where we spoke with a group of five participants in the Baltimore Builders Program.

All interviews were recorded on interviewers’ personal mobile phones and transcribed using Otter software. After transcription, interviewers checked the transcripts for accuracy and consistency with the recordings. The transcripts were coded iteratively in sets by one lead coder and then reviewed by all interviewers. The emerging themes were agreed upon by the research team.

### **Results**

The participants expressed an overall positive experience with being in the program, including those that had more recently joined. By catering to the Builders program participants’ specific

needs to achieve success through an individually-tailored, holistic approach, the Builders staff molded a personal relationship with them that is positive and based on trust. In turn, as the Builders become comfortable with their colleagues and the work itself, they grow a sense of belonging- feelings of security, support, and acceptance, and a sense of direction- feelings of resiliency, and more importantly, improved mental health, long term goals, and optimistic life outcomes. Table 6 shows the themes and corresponding quotes that emerged from systematically coding the 9 interviews. Those themes were gender-related issues, a holistic approach, accessible location, a sense of direction, and a sense of belonging.

**Table 6: Summary of the Thematic Analysis**

Theme	Description	Example Quotes
Gender-Related issues	Gender imbalance in the program influenced by peers already in the program, type of work. Microaggressions during work. Safety concerns for young women.	<p>I feel like it's like [males] do more of the building and the construction and the outside kind of work and the females are normally inside taking care of children or working on an indoor kind of atmosphere. But I've always, I was raised outdoors. I was raised in West Virginia, so I was always outside. I was an outside kid.</p> <p>It kind of gets annoying when they don't want me to do the heavy heavy lifting and stuff that I like to do...Like here, for example, because I like to do heavy lifting. There's so many times they asked me- 'do you need help?' when there's like something simple! After like the fifth time of being asked, 'do you need help' you're kind of like, 'can you all leave me alone?'</p> <p>My mom, she was concerned at first because she doesn't like me to walk through Brooklyn. ... But she said as long as I'm going from school to work from work to the school to the house, it's okay. ...I told her, like 'I walk with a group of people. It's a group of people that walk together.' I'm like, so we're okay. And she was alright, she goes, 'as long as everything's okay, you're safe and you let me know when you get there.'</p> <p>Um, I feel safe. What makes me feel safe is you know, having protection. Last year...it was nighttime and someone tried to force me into their car when I was going home, because I walk I prefer to walk. When I told them about that. I told them look, I'm not working nights when the sun goes down.</p>
Holistic approach	Individually-tailored, holistic approach to prepare youth for working life, including learning hard, soft skills, and problem-solving in	<p>He's helped me get a house. I should be in my own house in a couple of weeks. They really helped me get a car and my like my license to own a home,...helped us get a bank card. [male respondent A]</p> <p>I'm glad I decided to join, the fact that I knew it would be a job and that they help us in like an everyday kind of life situation. If we need to ask them a question, they're always there. They always answer back</p>

	<p>their personal and professional lives from family matters to learning to drive to obtaining documentation.</p>	<p>within a timely manner.</p> <p>They help you with getting your license. If you don't have your ID they help you with that. They help you get your social security card. They set you up for success in the future, then they work with you on like we have a co worker that's getting their GED. They help them get them get him into a military program.</p> <p>They help you with social skills. If you tell them straight up, like 'hey, I'm bad at this, this and this'. And they'll be like, 'Okay, we'll help you with that.'</p> <p>Using a measuring tape, every kind of saw, I know how to demo a house, I know how to put up the restaurant walls, I know how to work with drywall now...I think the only thing left that I actually have to learn is the electrician part, working with the wires. Everything else I'm pretty familiar with now.</p>
Accessible Location	<p>Location of work/transportation is a major factor in who participates in the program.</p>	<p>Everybody that's in it lives around and everybody that aren't—I didn't ask anybody that does not live close cuz they won't even come to sit with me for a couple hours, so I know they're not going to come all the way down here for an extra two, three hours to work and then want to go all the way back home.</p> <p>I was looking for a job. I was going to work at PetSmart or Walmart, but I don't have a car so it's not like I can just get up and be like okay, I'm gonna walk to the PetSmart. I can't just walk to a restaurant. I can't just walk to Walmart. ...And for me to be able to walk to this, I feel like for this to be a job, it's a good job.</p>
Sense of direction	<p>Program gives participants something productive to do and helped them gain a sense of satisfaction in their current work with the program and dreams for the future.</p>	<p>Like I was definitely an athlete, and I definitely was very active. But after my, like, after my sport was finished, I was just really in the house and I wanted a job.</p> <p>I want to be an electrician. And they showed me certain things about the electricity to do inside of a house, you know what I mean? And I mean, so, yeah, I plan on going to an internship, somewhere this year, as an electrician.</p> <p>At first I didn't want to go to college... but then they talked to me, and I was like, oh, okay. I'ma go...I want to be a nurse...I really want to be a nurse because my mom was a nurse.</p>
Sense of belonging	<p>Word-of-mouth recruitment. Hesitancy to join in-peers are not already</p>	<p>My friend told me about it and when he told me what he was doing I jumped on board immediately. So the only thing that would stop me from joining is if he would not have told me. If he wouldn't have told me I don't think I'd be here right now.</p>

in the program. Being in the group of people that brings us together, it don't matter  
 Sense of community where we are at. I just feel comfortable because if something wrong  
 from working was to happen I know the people around me and program is there.  
 together with friends. We are not going to let anything bad happen. Like we went out to west  
 Baltimore to rake community gardens there was like all messed up  
 fences and everything else. Sometimes when we step on garden  
 property people would yell at us, us being in a group and there was  
 no reason to feel scared because we have a reason to be there.

I'm a very straightforward person when I am talking, but when I'm  
 alone, I'm a very quiet person until I know the atmosphere. But as  
 soon as I came in the room, I knew like it was a very safe place just by  
 the vibe and the... the presence they gave off. They gave off a very  
 open, okay, kind of personality.

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Several of the themes confirmed findings from the literature review: (1) holistic services which include a wrap-around, or whole-person services approach increase success in workforce development programs (Flanagan and Castine 2020, Hossain and Bloom 2015); (2) the theme “sense of belonging” confirms prior findings that having positive relationships improves retention and success (Hossain and Bloom 2015). (3) Although a “sense of direction” was not explicitly stated in the literature, there were findings that implied youth workers found a sense of direction, such as growing college aspirations (Modestino & Paulsen, 2022), had lower mortality, and were less likely to be incarcerated (Gelber et al 2016, Schocet et al 2006), showing that the young workers developed a more positive mindset and goals for the future.

The themes of gender-related issues and accessible location should also be focused on as well; if they're addressed, youth employment could increase, improving the program's success, and in turn, future participants' lives. The programs' gender imbalance is mainly a result of many participants having been recruited by their same-gender peers. Initial recruits were all male, who in turn mainly recruited other men. This year, more women have joined when there was previously just one. Representation matters; having more women visible on staff and involved in the recruitment process is necessary. Also, having women as staff members and role models can prompt female Builders to feel more validated and comfortable expressing themselves in predominantly male work environments. There seems to be a consensus among the female interviewees that having female leadership among the staff would be greatly appreciated. Additionally, the significance of location- or access to transportation as a theme was unexpected. The ability to have reliable and quick access to transportation is of high importance to youth work development, and an aspect that participants would like to see more focus and improvement on.

Although programs, such as the Builders may improve college aspirations, a common misconception is that a four-year college is the best track for everyone, and that therefore all programs should strive to improve college enrollment (Sutton et al. 2016). Our interviews

showed that participants gained a sense of direction and vision for the future, but that this did not necessarily include attending college. While some stated they wanted to enroll in college, others had visions of success in trade jobs, such as becoming an electrician. This is very relevant to Maryland considering that three of the five leading job industries in the state are construction, manufacturing, and energy and utilities (Maryland Chamber of Commerce, 2022). Additionally, 44.8% of Maryland residents age 25 and older have a high school degree as their highest level of educational attainment (StatisticalAtlas, 2022). One participant stated that they dislike almost everything about school. For those who do not enjoy an academic environment and have a high school diploma as their highest level of education attained, training for trade jobs rather than college enrollment may be the best track. The objective is not to prevent young people from aspiring towards higher education, but to make them aware of the different options available to them, which may align best with their interests and goals, and also help them reach those goals, whatever they may be.

Finally, the needs of the Baybrook community intersect with some of the Builders' work. For example, the survey found the need for more housing and trash cleanup, both of which are related to Baltimore Builders' activities in restoring vacants and developing clean green spaces. This connection underscores the importance of programs like this to Baybrook at the individual and community levels.

## **Recommendations**

### **Recommendations for the Baltimore Builders Program**

The holistic services that Baltimore Builders already provides were one of the most cited positive benefits of program participation. By providing transportation, supporting participants' personal growth in all aspects of life, helping with documentation, and continuing to provide long-term support and follow-up, Baltimore Builders is supporting and retaining its members.

Recommendations for improving gender diversity:

1. Focus on recruiting more women in leadership roles.
2. Implement training about gender issues, such as recognizing microaggressions and implicit bias.
3. Address any concerns family members may have about young women's safety, such as during 'Family Orientation Days' or informal info sessions, which serve food.
4. Continue providing transportation for Builders so they do not have to walk alone at night, and make a plan to ensure this is scalable as the program grows.
5. Involve female Builders in peer recruitment efforts.
6. Include images of female builders in marketing and social media materials.



Recommendation for improved recruitment:

1. Recruitment events in local schools and events, and non-school locations, like churches (many Builders mentioned a local church program they're involved in, "Level-Up") are necessary. Engage alumni in these efforts as guest speakers.
2. Additionally, establishing a staff position specifically for recruiting, developing incentives for Builders who have recruited members, identifying a more specific and targeted recruitment plan, and allocating time and resources for advertising (i.e. flyering, posters, social media, e-mailing), could benefit the program.
3. To supplement advertising, funding could be allocated towards creating a logo or image specific to the Baltimore Builders. This can also be used on uniforms, which can be worn for recruitment or on worksites, to further create a sense of cohesiveness and professionalism within the group.

### **Recommendations for the Brooklyn community**

The results of the community survey indicated (1) a clear preference among respondents for improving the housing situation in Baybrook, (2) the desire for a community center, and (3) an under-utilization of existing assets within the community. Because this was a non-random sample, the results may not be generalizable to the whole community. However, those who attend community meetings may be more involved in and aware of the most pressing issues in Baybrook.

Recommendations based on survey results:

1. There is a desire for a community center or recreation space in the area of interest. If creating one is not currently feasible, the community may benefit from advocating for a place of business that sells healthy food, such as a grocery store or restaurant in the former Bank of America building. Access to healthy food was identified as a need in the community.
2. Create formal signage on the corners and blocks within the community to direct people to assets like the park, clinic, playgrounds, gardens, and library, etc. This helps raise awareness of community assets and also how to get there.
3. Continue to work with local stakeholders in order to improve housing conditions: rehabilitate vacant properties and create affordable housing units.
4. Advocate for and plan out with local stakeholders for more social services and neighborhood beautification efforts (e.g. community cleanups, yard contests, tree planting).
5. Advocate for traffic calming measures on Patapsco, including adding crosswalks with lights, making the street less wide using lines/islands, circles, planters, etc., and enforce speed limits.
6. Encourage those who want to be more involved to use Open Baltimore data and our mapping manual to investigate neighborhood data about 311/911 calls and other issues (see information below).

Future research in the community should focus on the following questions:

1. How can we make green spaces feel safe so they are used more by residents? Also, would a public community or recreation space in the area be better used in the community?
2. How can we make people more aware of the assets in the community so they are used more widely?

# Training Manual

## USING GOOGLE MAPS WITH OPEN BALTIMORE DATA

### The purpose of this manual:

To provide step-by-step instructions to enable community members to use available 311, 911, and vacant property data for local map construction.

- **Part 1:** How to access, edit, and update 311/911 data and vacant property data from *Open Baltimore*. This website is run by Baltimore City and its affiliated partners to increase transparency and accountability.
- **Part 2:** How to use *Google Maps* with those datasets to create an individualized map for the community.
- **Part 3:** How to create a Heat Map to show hotspots.

**Figure 4. Map of Vacant Properties in Study Area**

**Legend**

- Baltimore City
- Action Baybrook
- UMBC

**Figure 5. Map of Vacant Properties with 311 Calls**

Heat maps from 2019's class cohort!

Training Manual

Anyone can do this!

UMBC  
Google Maps Training Manuals for Brooklyn and Curtis Bay (Baybrook) Community Use  
By Dr. Marina Adler, Jonathan Hunter Cavata, Corey Garrow, Grace De Oni, Lybia Saravilla, Corin Shandling, and Aubrey Zapp  
2019/2020 Applied Research Methods (SPRING 2022)  
University of Maryland, Baltimore County (UMBC)

**Process:**  
To help empower local community members by including step-by-step instructions on:

- Part 1: How to access their community's 311/911 Data from Open Baltimore, a website run by Baltimore City and its affiliated partners to increase transparency and accountability.
- Part 2: Use those datasets to create an individualized Google Map
- Part 3: How to Make the Google Map into a Heat Map

This manual is available in digital format from Action Baybrook - please contact Janet Eveland at [actionbaybrook@gmail.com](mailto:actionbaybrook@gmail.com) to receive a copy.

# Appendix

## Appendix A: Baybrook Needs Survey Questions

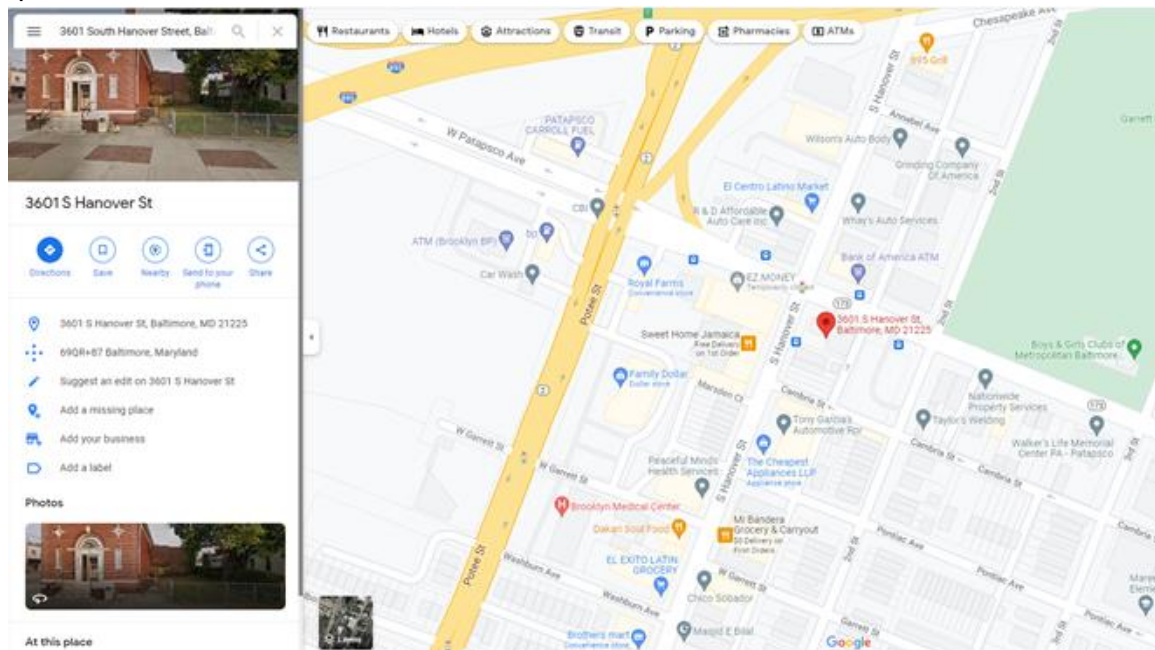
### A. Preliminary Questions

Please indicate here that you are aged 18 or over and agree to participate in this survey.

- a. Yes
  - b. No
1. Are you a resident of the Baybrook community (Brooklyn, Curtis Bay, Brooklyn Park)?
    - a. Yes
    - b. No
  2. Do you work, volunteer or have a business in Baybrook (Brooklyn, Curtis Bay, Brooklyn Park)?
    - a. Yes
    - b. No
  3. If yes to 1. or 2., do you plan on staying in Baybrook as a resident, worker or business owner for the next few years?
    - a. Yes
    - b. No

### B. Baybrook Places and Services Questions

Please consider the following map of the area around 3601 S. Hanover St. for the questions in the next section.



We this would like to talk to you about the places and services you frequent most in Brooklyn. Please refer to the map above. How often do you visit the following places or

use the services in this area during the last year? Never, sometimes (a few times a year), or often (about once a month or more)? (Please check one for each statement)

1. How often did you visit the former Bank of America Brooklyn branch at 3601 S Hanover Street as a customer during the last year? 1 is never, 2 is sometimes, 3 is often (about once a month or more)
  - a. (1) Never
  - b. (2)
  - c. (3) Often (about once a month +)
2. How often did you visit Garrett Park in the last year? 1 is never, 2 is sometimes, 3 is often (about once a month or more)
  - a. (1) Never
  - b. (2)
  - c. (3) Often (about once a month +)
3. How often did you visit Brooklyn Branch Library in the last year? 1 is never, 2 is sometimes, 3 is often (about once a month or more)
  - a. (1) Never
  - b. (2)
  - c. (3) Often (about once a month +)
4. How often do you visit stores or restaurants around the intersection of E. Patapsco and S. Hanover? 1 is never, 2 is sometimes, 3 is often (about once a month or more)
  - a. (1) Never
  - b. (2)
  - c. (3) Often (about once a month +)
5. Do you have any comments you'd like to add about places and services in Brooklyn?

### C. The Former Bank of America Brooklyn Branch Questions

The former Bank of America Brooklyn branch building at 3601 S Hanover Street is currently not in use. We would like to ask about your preference for how the building can best serve the Baybrook community. The building could be used as a community center or meeting place for youth or the elderly, a bank again, or retail stores or non-profits. Please refer to the map above for the location and give us your TOP 3 CHOICES.

1. Which of the following would you like to see MOST in the former Bank of America branch building at 3601 S. Hanover Street? (Check one)
  - a. Community center and meeting place for young people
  - b. Recreational center for all ages
  - c. New bank branch
  - d. Retail store(s)
  - e. Nonprofit organization(s)
  - f. Senior Center
  - g. OtherIf "other," please explain
2. Which of the following is your SECOND CHOICE for the former Bank of America branch building? (Check one)

- a. Community center and meeting place for young people
  - b. Recreational center for all ages
  - c. New bank branch
  - d. Retail store(s)
  - e. Nonprofit organization(s)
  - f. Senior Center
  - g. Other  
If "other," please explain
3. Which of the following is your THIRD CHOICE for the former Bank of America branch building? (Check one)
- a. Community center and meeting place for young people
  - b. Recreational center for all ages
  - c. New bank branch
  - d. Retail store(s)
  - e. Nonprofit organization(s)
  - f. Senior Center
  - g. Other  
If "other," please explain
4. Do you agree or disagree with the following statement: We need a Bank branch that is more than just an ATM in Brooklyn. 1 is Strongly Disagree, 2 is Disagree, 3 is Agree, 4 is Strongly Agree
- a. (1) Strongly Disagree
  - b. (2)
  - c. (3)
  - d. (4) Strongly Agree
5. What is the most common way you do your own banking? Please check all that apply.
- a. Online/digital banking via the internet (computer, tablet, smart phone)
  - b. Visit an ATM or bank kiosk
  - c. Visit in-person at a branch (bank teller)
  - d. Use nonbank bill paying, check cashing services, or payday loan services
  - e. I do not do any banking/I do not have a bank account
  - f. Other: \_\_\_\_\_  
If "no bank account" please explain and skip Question 6.
6. Which of the following services do you value most in a local bank? Please check all that apply.
- a. Home mortgages
  - b. Other lines of credit, such as car loan or home equity loan
  - c. Personal checking or savings account
  - d. Spanish language services
  - e. Financial planning advice
  - f. Credit counseling
  - g. A place to cash checks
  - h. Financial literacy services
  - i. Direct deposit

- j. Business account
  - k. I do not have a bank account
  - l. Other
    - If "other," please explain
7. In the event a retail store could move into the building, which of the following do you think is needed MOST in that location? Please check one.
- a. Hardware store
  - b. Dry cleaner
  - c. Cafe
  - d. Laundromat
  - e. Small grocery store
  - f. Restaurant
  - g. Clothing store
    - If "other", please explain:
8. Do you have any comments you'd like to add about how the former Bank of America building should be used?

D. Baybrook Community Priorities Questions

1. Which of the following is the MOST important need in Baybrook? (Check one)
- a. Vacant properties need to be cleaned, secured and redeveloped for residents
  - b. More affordable housing options are needed because of evictions and homelessness
  - c. More access to healthy food is needed
  - d. More access to mental health treatment is needed
  - e. More access to banking is needed in the community
  - f. More child care services are needed
  - g. More access to Covid-19 testing and vaccines is needed
  - h. More policing is needed
  - i. Other
    - If "other," please explain
2. Which of the following is the SECOND MOST important need in Baybrook? (Check one)
- a. Vacant properties need to be cleaned, secured and redeveloped for residents
  - b. More affordable housing options are needed because of evictions and homelessness
  - c. More access to healthy food is needed
  - d. More access to mental health treatment is needed
  - e. More access to banking is needed in the community
  - f. More child care services are needed
  - g. More access to Covid-19 testing and vaccines is needed
  - h. More policing is needed
  - i. Other
    - If "other," please explain
3. Which of the following is the THIRD MOST important need in Baybrook? (Check one)
- a. Vacant properties need to be cleaned, secured and redeveloped for residents

- b. More affordable housing options are needed because of evictions and homelessness
  - c. More access to healthy food is needed
  - d. More access to mental health treatment is needed
  - e. More access to banking is needed in the community
  - f. More child care services are needed
  - g. More access to Covid-19 testing and vaccines is needed
  - h. More policing is needed
  - i. Other  
If "other," please explain
4. Do you have any comments you'd like to add about needs in Brooklyn?

#### E. Demographics Questions

1. What is your gender? (Check one)
- a. Woman
  - b. Man
  - c. Other  
If "other," please specify
2. How would you classify your ethnic/racial identity? (Check one)
- a. African American/Black
  - b. Asian American/Asian
  - c. Bi-/multi-racial
  - d. Caucasian/White
  - e. Hispanic
  - f. Other  
If "other," please specify
3. What is your age?
4. How often do you attend community meetings or events? (Check one)
- a. Almost always
  - b. Often
  - c. Sometimes
  - d. Never

#### F. Additional Comments

If there are additional comments or suggestions, please let us know here.



## Appendix B: Category Grouping for Baybrook Survey Questions

Categories for questions C.1 - C.3 Which of the following would you like to see MOST in the former Bank of America branch building at 3601 S. Hanover Street?

Category	Survey Selections (includes survey choices and write-ins for "other")
Police	<ul style="list-style-type: none"> <li>A police station</li> <li>Police sub station</li> <li>Police entity</li> <li>Police hub</li> <li>Something that will deter and not draw the addicts/prostitutes and criminals with guns standing on that corner at all hours of the day &amp; night. Police look the other way every time.</li> </ul>
Commercial	<ul style="list-style-type: none"> <li>Antique Mall</li> <li>Grocery store</li> <li>Business of some sort - coffee shop, bakery, restaurant, etc</li> <li>Retail store(s)</li> <li>A nice restaurant where you could go sit</li> <li>New bank branch</li> </ul>
Community/Rec Center	<ul style="list-style-type: none"> <li>Arts center/satellite police station</li> <li>Community center and meeting place for young people</li> <li>School for the arts</li> <li>Recreational center for all ages</li> <li>Community center and meeting place for young people</li> <li>Senior center</li> <li>combination community center and recreational center</li> <li>Multipurpose all ages space w/ banking, retail, recreation. Like the Cherry Hill center where its library is located but with more recreation.</li> </ul>
Services	<ul style="list-style-type: none"> <li>Nonprofit organization(s)</li> <li>Correctional rehab facility</li> <li>Rehab</li> <li>Clinic</li> <li>Single Mom help Center</li> <li>Animal sanctuary/store/area</li> <li>A safe place for homeless to sleep, eat, bath and learn a skill to find work and if needed some counseling</li> </ul>
Other	Other - don't visit

Categories for question C.7 In the event a retail store could move into the building, which of the following do you think is needed MOST in that location? Please check one.

Category	Survey Selections (includes survey choices and write-ins for "other")
Food	A full service grocery store such as Giant or even Lidl/Aldi Small grocery store Cafe Restaurant Cafe, Restaurant or Antique Mall would be nice
Retail (Not Food)	Clothing store Goodwill or clothing Hardware Store
Laundry	Laundromat Laundry
Services (Not Retail)	I think it should be occupied with services that could better help the homeless. There are so much homeless and addicts Provide more resources, because people will respect the area more
Other	Gymnasium NOT a convenience store!!! nor a liquor store!!! Other the bank should not be an investment business Nothing

Categories for questions D.1 - D.3 Which of the following is the MOST important need in Baybrook?

Category	Survey Selections (includes survey choices and write-ins for "other")
Housing	Vacant properties need to be cleaned, secured and redeveloped for residents homeless shelter More affordable housing options are needed because of evictions and homelessness More Home Owners Other - When I was younger, most of the people in my neighborhood owned their homes and our streets were clean. As home owners, we took pride in our homes. This is not the current case in the Baybrook area.
Economy	Commercial places More access to healthy food is needed More access to banking is needed in the community More Jobs Other - Need decent jobs

Resource center for kids  
street outreach and effective alternatives for the young men who are involved in crimes and violent behavior  
More child care services are needed  
More access to Covid-19 testing and vaccines is needed  
More access to mental health treatment is needed  
More trash cans, street clean up  
Trash removal  
Other - Most of these options needed  
Other - Our streets are filthy. It's demoralizing and unhealthy.  
Other - Both food access and child care/safe after school/evening/weekend activities are necessary.  
Other - The last homeless shelter was turned into a rehab facility. they should provide both. there's a lot downtown but not here and a lot of people want to leave the community

Services

More policing is needed  
Crime  
Other - Crime

Policing

---

## Appendix C: Correlation matrix of all survey variables

Table 23. Correlations of All Variables for Baybrook Survey

Variables	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	[9]	[10]	[11]	[12]	[13]	[14]	[15]
[1] Age	1														
[2] Female	.300**	1													
[3] Hispanic	-.280*	-.038	1												
[4] African American	-.097	-.057	-.202	1											
[5] White	.288*	.026	-.520**	-.653**	1										
[6] Park Visits	-.274*	-.346**	-.126	.075	.004	1									
[7] Library Visits	.090	.048	-.120	.212*	-.102	.322*	1								
[8] Restaurant Visits	-.300**	-.192	.312**	.132	-.302**	.161	.207*	1							
[9] Combined Visits	-.248*	-.176	.071	.184	-.204	.688*	.649**	.602**	1						
[10] Housing Need	-.053	-.169	-.239*	.042	.112	.024	.021	-.023	-.061	1					
[11] Economy Need	-.015	-.078	-.216*	-.026	.122	.196	.091	.097	.109	.118	1				
[12] Services Need	-.250*	-.016	.037	.142	-.114	.010	-.001	.076	.070	.206*	-.368**	1			
[13] Bank into Commercial	.152	-.051	-.260*	.133	.091	.179	.110	-.074	.050	.073	.245*	-.152	1		
[14] Bank into Rec Center	-.018	-.060	-.259*	-.011	.152	.088	.147	-.102	.105	.363**	-.084	.254*	-.021	1	
[15] Planning on Staying	.145	-.102	-.497**	-.101	.357**	.279*	.200	-.163	.198	.208	.123	.118	.146	.234*	1

\*p<.05, \*\*p<.01

## **Appendix D: Baltimore Builders Interview Protocol**

Check that your recording device is working and you have enough battery power.

Have paper and pen for notes ready.

Introduce yourself: My name is ... and I am a graduate student at UMBC.

“Thank you for agreeing to participate in this interview. All information you provide will be treated confidentially and only used in a graduate class on methodology. Your participation is voluntary and you can stop the interview at any time. I would like to record the interview with my cell phone so that I can transcribe it later for analysis. Do I have your permission to record the interview?”

Start recording. State the date, time of day, and place.

### Interview Questions:

“As you already know, this interview is part of our study of the Baltimore Builders program. We are interested in your views of and experiences with the program and any ideas you may have to help make the program a success.”

### *Background information:*

1. Please tell me your age, gender and racial identification. Also - how long have you lived in Baybrook?
2. Please tell me about your educational background. How did you like High School? What were your favorite subjects? What programs did you participate in (athletics, etc)

### *Question Set:*

1. In your own words, tell me what the Baltimore Builders program is and what it means to you and your life.
  - a. Probe: How do you feel about the program, in general?
2. Have you had conversations about Baltimore Builders with people who are not in the program?
  - a. Probe: about family, friends, classmates, people at job sites?
3. How has this program helped you reach your career and educational goals so far?
  - i. What specific skills have you learned?
  - ii. Has the program opened any new opportunities for work in the future?
  - b. Is the program related to what you'd want to do later in life?
    - i. Do you plan on doing something completely different for a living in the future?
4. Speaking about life choices, the pandemic was a large life event for a lot of folks. How did the pandemic affect your involvement in the program?
  - a. Would you have joined the program if not for COVID-19?

- b. If it wasn't for COVID-19, in what ways could your daily life have been different?
5. Now I'd like to ask you about when you joined the program. How did you find out about the program?
6. What made you want to join?
  - a. What were some of the things you considered when deciding to join the program? (probes - safety, benefits, peers)
  - b. Did you have any worries? (probe- specifically about joining the program)
7. Think about how you became interested in the program. How could this program appeal to a more diverse group of Builders?
  - a. Why do you think this group is mostly made up of men?
  - b. If you have friends, who are not in the program, what do you think is preventing them from joining?
    - i. (probe) Would you convince them to join? How so?
  - c. Did you feel safe in the physical environment that Baltimore Builders created? (yes/no)
    - i. If yes-- do you think that women are not as attracted to this program due to safety and other concerns?
    - ii. (further probe) How can this program work to make women feel safe?
8. Please look at this model of the program. (Show them the Logic Model and explain the flow)
9. Is this how the program works?
  - a. Do you want to add or change anything?
  - b. Do you have any examples-- in your life or in the program-- showing that the goals are reached?
10. How important are these programs to young people in areas like Baybrook? Do you know about other programs similar to Baltimore Builders?
11. If the program had unlimited money, where would you like to see more spent? (probe: why?)

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