



Highland Park Connections: Facilitating Access to Youth Resources



Capstone Project December 2015

**Capstone Project Submitted in Partial Fulfillment of the Master in Community
Development, University of Detroit Mercy School of Architecture**



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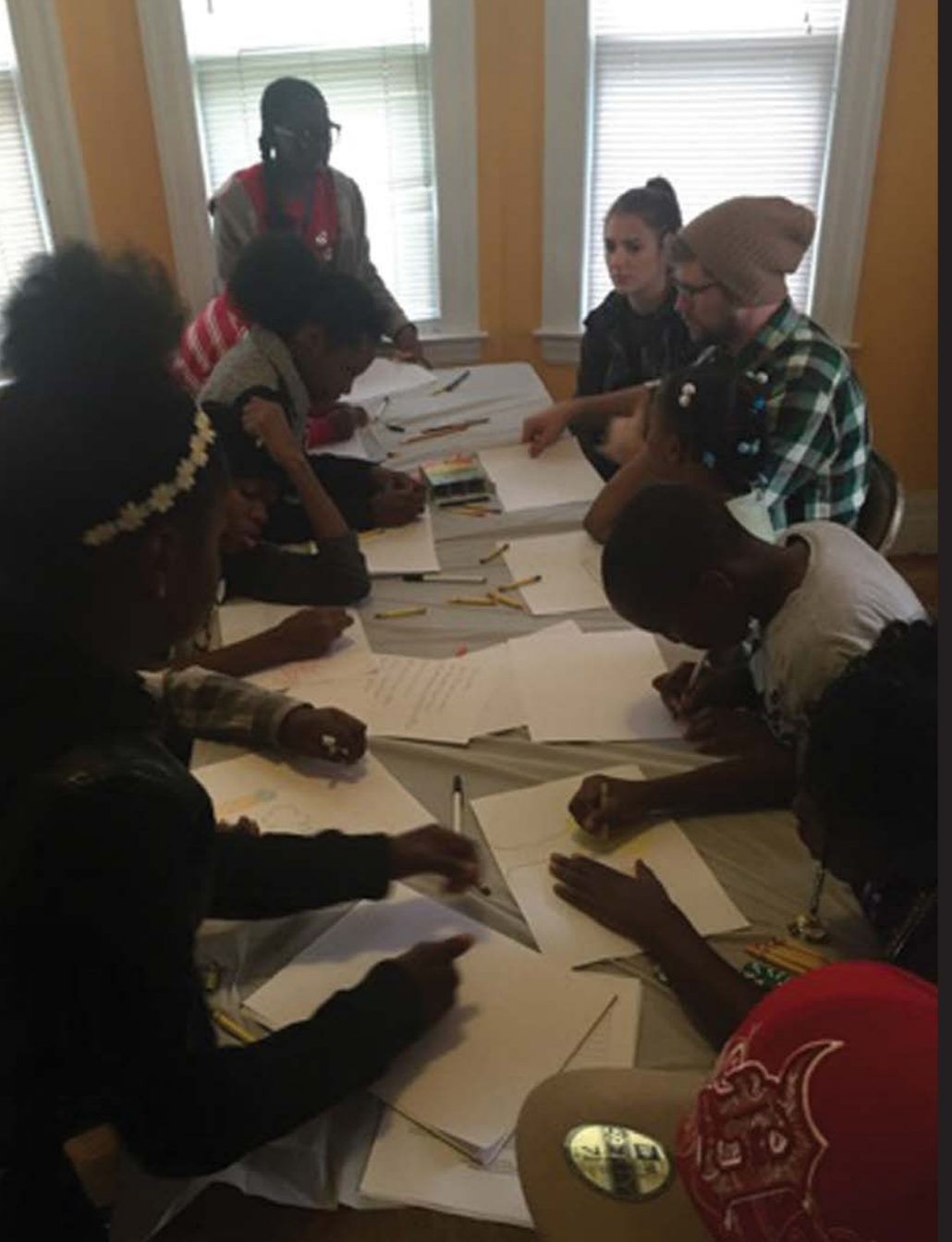
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Introduction

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This book represents two semesters of work by a group of four students completing the Master of Community Development (MCD) program of University of Detroit Mercy in June through December 2015. The MCD program has a program vision with an objective “to create leaders in building communities characterized by human, economic, physical and organizational sustainability” (Master of Community Development). The program culminates with a Capstone project- a comprehensive community development project identified and carried out by the Capstone Student Team. As defined, the project “must make a proposal for a real situation in a specific community that integrates economic, human, organizational, and physical concerns” (Curriculum).

Project Description

The Capstone project sought to evaluate the resources still available to youth in the City of Highland Park, Michigan. This community has seen calamitous population and resource losses over the last fifty years. Given the growing field of research linking participation in structured youth activities with positive outcomes in both the academic and behavioral arenas, the Capstone team worked to determine both what resources were available to youth and how these resources were accessed by the youth and their families. Research was initially undertaken to determine historical perspectives on the community,

as well as existing human, organizational, physical, and economic development conditions. These four areas of development combine to form the HOPE Model of the MCD Program, ensuring students are taking a holistic view of all pertinent aspects of development. Extensive interaction with the local residents and organizations was used to determine current community assets and to assess the needs for future growth.

Project Goals

The primary goals of this project were to enhance community participation among the youth in Highland Park and ensure all available resources are being leveraged to their fullest. In order to do so, the Capstone team completed a comprehensive analysis of youth-related assets in Highland Park. A partnership was formed with 323, a local youth-focused organization, in order to learn from their current practices and create recommendations for additional programming and organizational growth.

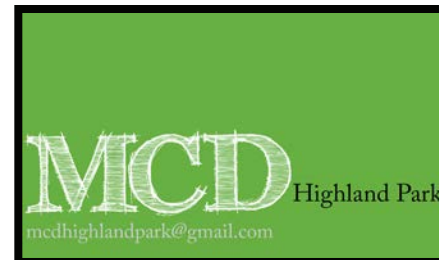
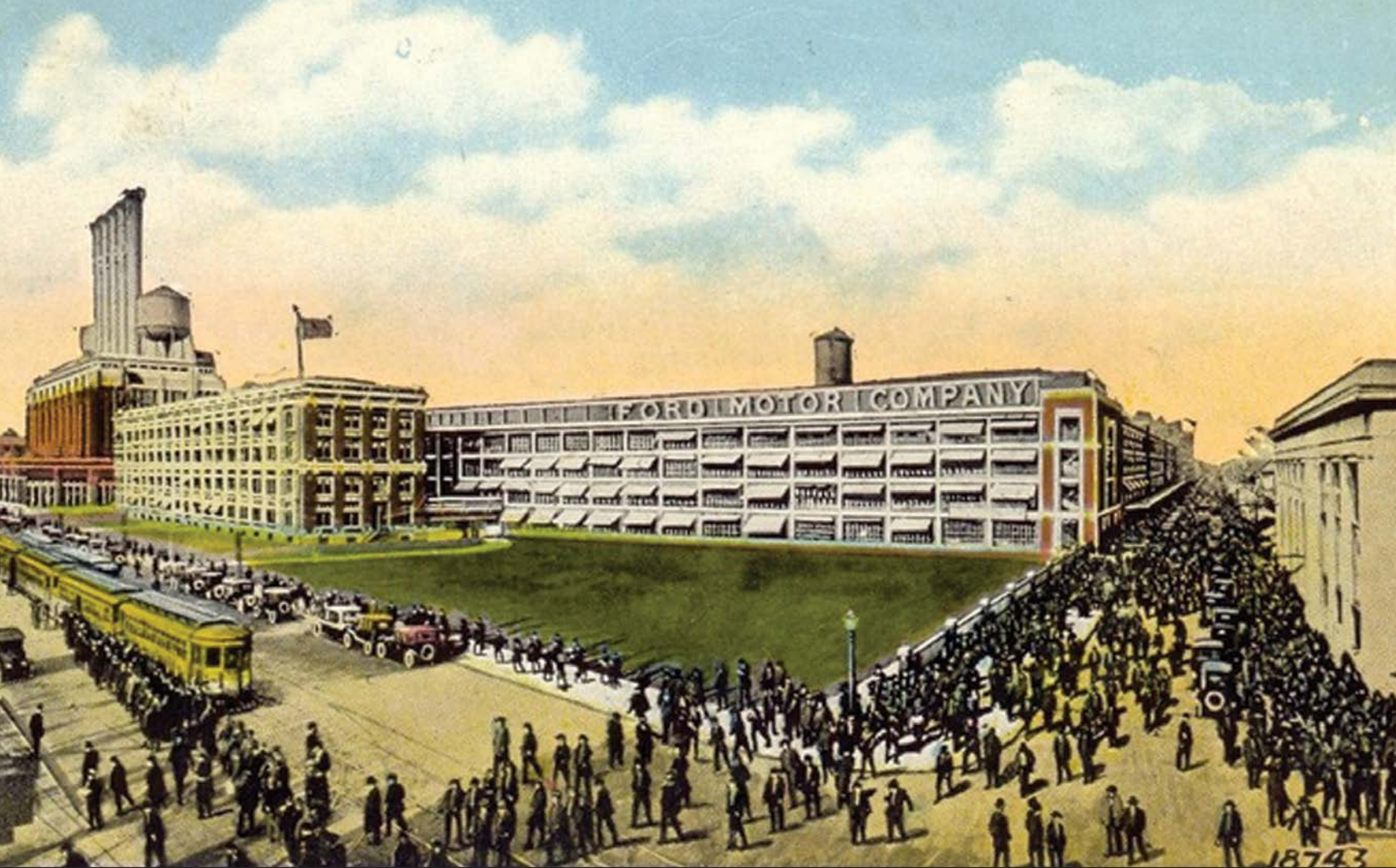


Figure 1: Email address and group name in the community



About Highland Park

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Background Research

Initial research for the project consisted of a review of census data to gather general community information. Then, a review of documentation on the history of the city, in order to gain perspective on the formation of the current conditions. Afterwards, extensive interviewing was done with community members and organizational leaders. Capstone team members attended a number of community functions. A youth survey was also developed and distributed in order to gain the perspective of young people in Highland Park and the surrounding area.

Historical Conditions

Like many other cities, Highland Park maintains a close connection with its past. Many entrepreneurs began their business ventures in Highland Park when it was only a small village; transforming it into a major business hub over a short span of time. During the early 1900s the area was mostly swampland and trees (Hathaway, 1957). The early settlers were Indians and all of the land was owned by the government. After a massive fire in 1802, the government granted permission to the town to sell the land north of Grand Boulevard to rebuild a new town, including a court house and jail. The local land sales also afforded the early settlers (“Pioneers”) from England an opportunity to buy land and build homes.



Figure 2: Woodward Avenue in Highland Park

Avenue, making it 150 feet wide. Historically, Woodward was known as the “Woodward Turnpike,” a toll road that charged travelers a fee of two cents per mile (Hathaway, 1957).

In 1802, Judge Augustus Woodward paved the community’s first street, which is known today as Woodward Avenue. In 1818, he laid out the full plan of Woodward

By 1886, the first electric streetcar in the United States ran down Woodward Avenue. The streetcar became extreme-

ly popular and useful, transporting passengers for 70 years. In 1907, Henry Ford made his debut in the area, purchasing land in what was still then known as Whitewood, and built his assembly plant. He built the first Model T car. By 1915, Detroit had more than one million Model T cars on the road, all which had been manufactured in Whitewood.

By 1918, the small village evolved into a city and was renamed “Highland Park”. The name Highland Park was



Figure 3: Women Work on an Early Ford Assembly Line

given by Captain Stevenson; according to Hathaway, he chose the name Highland Park because the land was higher than the land in Detroit.

Captain Stevenson, Henry Ford, Brush Maxwell, and many others transformed an area that was once swamp-land and trees into a booming city. Highland Park became heavily populated during the early-to-mid 1900s, mostly by Ford’s employees. The tax base from Ford’s manufac-

turing production lead to a housing boom and helped the city thrive. In addition, Highland Park schools were the best in Southeast Michigan, according to the City Councilman Rodney Patrick. In an interview with the Capstone team, the Councilman stated that students from all over the area came to the Highland Park school district, with many going on to four year colleges after high school (Patrick, 2015.)

In 1925, Brush Maxwell had become Ford’s competitor. Brush, according to Hathaway, opened Highland Park’s second automotive corporation called, “Chrysler,” on Woodward Avenue. Highland Park had become the headquarters for manufacturing cars. In addition to the automobile industry, Highland Park had several retail stores selling mattresses, candy, tractors, trucks, and tools.

Diversity

Diversity in a community refers to all of the ways in which people can differ, from age to gender, sexual orientation to race, or language to religion. Having diversity in a community is important because it provides an array of options to find solutions to community and social problems. In the earlier days of Highland Park it was diverse in the aspects of ethnicity, religion, and language. The more Highland Park grew, the more racially diverse it became. Henry Ford imposed a concept of standards with earnings repercussions. The standards that he imposed

helped in changing the diversity of the community. For example, he paid more to married employees. He offered many opportunities for employment with his five dollar a day wage for work in industrial jobs. People came from all over the world representing different countries, ethnicities and religions. The City of Highland Park today is majority black city with 93.5 % identifying as African-American on the 2010 Census.

The policies of Urban Renewal brought a new threat to Highland Park. The area selected to be demolished and reestablished was heavily populated by poor Muslims, causing many to relocate outside of the city. Later, as jobs left the city with Ford and Chrysler, so did many upper and middle class families. As the tax base diminished, city services became difficult to provide and others who could afford to leave the area did so. Failure of the school system is cited as one of the many reasons why there has been a steady decline of the youth in the city. The city is left with an aging population with limited access to social services and community resources.

Social Justice/ Regional Issues

Highland Park was once a thriving city with a strong work force, large homes, and prestigious schools. Just like other cities in the Metro Detroit area, Highland Park began a downward slide with the outward migration of the auto industry. The loss of local jobs caused by the shift in

manufacturing is one of the leading causes of the current social and regional issues in Highland Park. Social justice is defined as “promoting a just society by challenging injustice and valuing diversity.” It exists when “all people share a common humanity and therefore have a right to equitable treatment, support for their human rights, and a fair allocation of community resources.” Under ideal conditions of social justice, people are “not be discriminated against, nor their welfare and well-being constrained or prejudiced on the basis of gender, sexuality, religion, political affiliations, age, race, belief, disability, location, social class, socioeconomic circumstances, or other characteristic of background or group membership” (What is Social Justice). Among the social and regional issues that the Capstone group examined, were the creation of a water authority, school closings, public transportation, and municipal services. These issues either directly affected the local youth or were of high concern of the people interviewed.

Of the aforementioned issues, two that appeared to have the greatest impact on the community members were the closing of the public schools and the systemic water billing issues. Many citizens of Highland Park claim that they have not received a water bill in over three years. Community members spoke out against the water department after recently receiving bills as high as \$9,000 dollars. Many lifelong community members now fear losing their homes if they refuse to pay their bill. According

to Reverend David Bullock, many essential services such as the utility providers are considered subsidiaries of the local government, they therefore have the power to put a utility lien on home owner's property. This places many low-income families that receive government and state assistance in danger of becoming homeless.

On June 9, 2015, Reverend David Bullock and Reverend Robert Blake held a Town Hall Meeting entitled, "State of Emergency: Is this the end of the city of Highland Park?" The topics of the meeting were the massive water bills Highland Park residents had been receiving and the closing of Highland Park High School. Speakers included Reverend Bullock, Reverend Blake, Reverend Eddie Connor, Marian Kramer, City Council, and citizens. There were 59 community attendees, and the event was covered by local TV stations. Local leader, Marian Kramer, stated that she believes the city is intentionally inflicting suffering to its citizens to force them out of the city. Reverend Bullock remarked, "I wouldn't doubt if investors have already claimed their area and are just sitting and waiting on the right opportunity to move in." Clarence Price, founder of the Highland Park Community Action Network, said, "The bottom line is they're trying to drive us out, so the white people can come back into our city. Not going to happen, because we are going to fight back. This is nothing less than the act of gentrification" (Price). Many residents are concerned that the city will be dissolved and remade as part of Detroit.

The overall theme expressed by residents in these meetings is the belief that the people of Highland Park are not being treated equitably. Many feel confused, scared, and angry over poor decisions executed by their city officials. Residents are being forced to pay back bills which they state have false data and misreported water usage. Resident Priscilla Harris stated, "I know they ripping us off because I paid \$100 a month and they still sent me a \$3,000 bill. I had a plumber check my house. I even had them check -- no leaks, I wasn't even there half the time, and they still sent me a \$3,000 bill" (Harris). According to Price, in December 2014, Highland Park's Water Department sent out a letter to all



Figure 4: Town Hall Meeting Flyer

residents attached to their bills notifying them about the city's Water Recalculation-Assessment Program (WRAP). The notice requested that each recipient of the notice commit to pay one-quarter of their bill and enter into a payment plan for the remaining balance. In addition, the notice highlighted that they have 30 days to either make payment arrangements or face water shut-off proceedings.

Residents were not provided with financial assistance, nor were they directed to external agencies for help with paying their bill to prevent interruption in their service. As a result, many residents had their water shut off; Price noted that some residents' pipes burst as a result of no water flow through the winter months. Reverend Bullock strongly urged all residents to get involved in the fight to take back their city, stating "We want a federal investigation of the mayors administration, we want to probe into what happened, who told them not to bill? Where's the bill, where's the legislator? Where's the money? How did MDOT not pay the city for water sewage since 1986? Ain't that illegal? We will call Snyder at his house. We will call the Mayor at his house. We will call the council in their house. We'll drive up to Lansing if we have to, and we won't stop. No justice, no peace" (Bullock). The next major concern citizens of Highland Park spoke against were the closing of the schools.

Schools in Highland Park have systematically closed over the years. Highland Park was once served by seven

elementary schools, which included, Barber Focus School of Math Science and Technology, Business Entrepreneurship Science Tech Academy or BEST Academy, Cortland Elementary, Ford Academy for Community/Performing Arts, George Washington Carver Academy, Liberty Focus Educational Center, and North Pointe Academy. The school district also had two community high schools and one community college; Career Academy/Adult Education School, Highland Park High School and Highland Park Community College. One local community leader and retired public school teacher stated that the decline started with the loss of funding, most notably high school trade programs. As years went on successful programming was stripped away from the schools until they had few trades to offer their students. Currently there are two open elementary schools (Barber and George Washington Carver represented in red on the map below) no high school, several abandoned structures, and many demolished schools.

According to Price, Highland Park School District begin suffering a decline in student enrollment and attendance shortly after the Emergency Manger outsourced the schools to the Leona Group. The Leona Group is among the Nation's pioneer of education helping to reform education so that all children receive equal opportunity for safe learning. Leona Group was formed in 1996, their goals are to provide quality education to students primary in urban areas by enhancing learning, making education

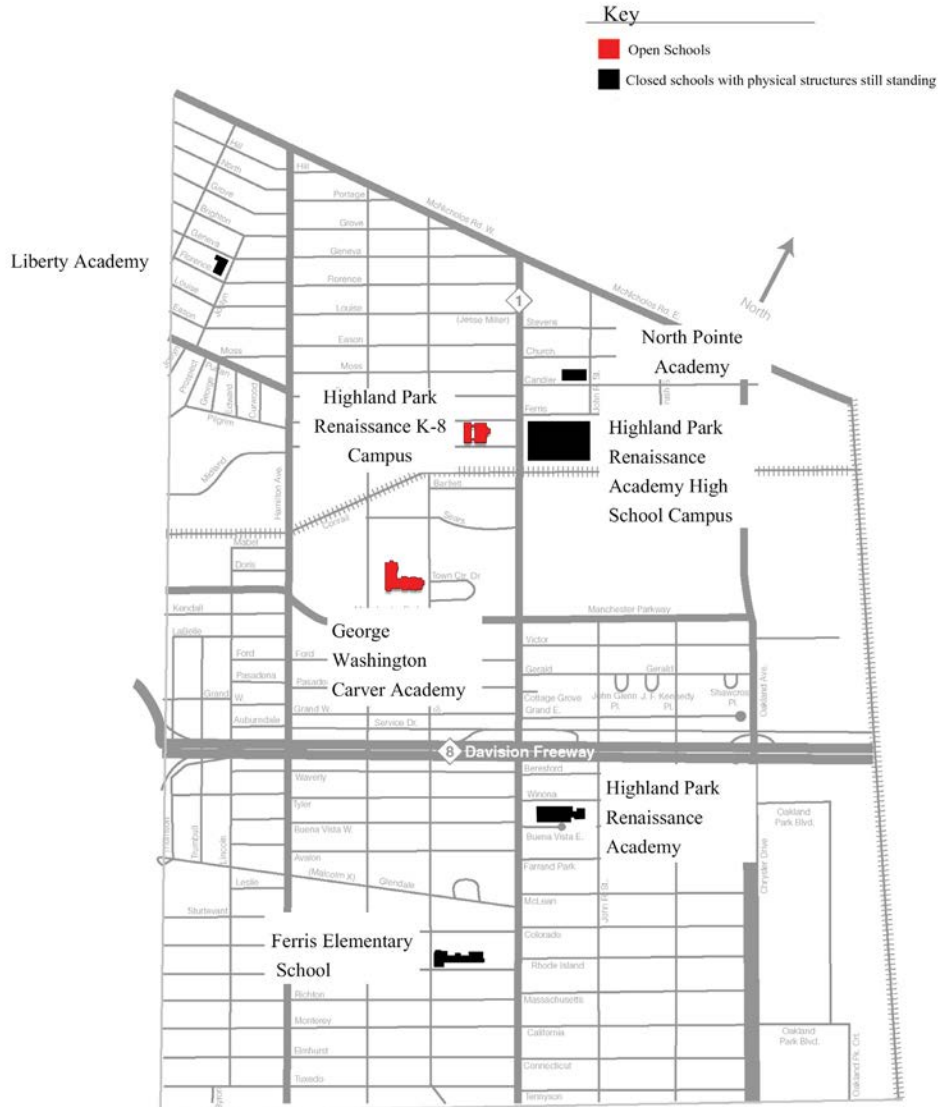


Figure 5: Current opened and closed school map

more exciting and innovative. The Leona Group manages public and charter schools. Price said that by the end of the school year 2015 the entire school district had 1000 students and were listed as one of the lowest performing districts in the State of Michigan. Parents and many other community advocates for Highland Park Schools were opposed to the Leona Group taking over the district. Despite their efforts the schools were still transformed into charters. According to Foley, the Emergency Manager deemed it necessary to dissolve the schools primarily because of the physical conditions the schools were in (i.e., missing door knobs, broken windows, unsecured entrances, water damage, exposed electrical wires and missing wall panels.)

To understand better why parents, community leaders, and advocates opposed the charter schools, the Capstone Team conducted interviews with parents and advocates in Highland Park. On May 29, 2015, the team interviewed community activist Robert C. Mr. C is a lifelong resident of Highland Park and all five of his children were raised in the community. He stated that after the Leona Group took over the schools, he removed his children from the school district. He reports that his fear was that parents, students, and his community were at jeopardy of losing their identity and decision-making power. Mr. C expressed a belief that charter schools are run by teachers that lack proper credentials to teach.

Numerous community members organized small groups to speak out against the injustice of their educational system. Flyers circulated around Highland Park's community that read "Save Our Children." The purpose of the flyer was to bring awareness to community members and expose the problems within the district that impede the children's education, growth, and development.

Two of the most pertinent regional forces currently impacting (or having the potential to impact) Highland Park are the formation of a regional water authority and a regional transit authority. On June 12, 2015, the counties of Wayne, Oakland, and Macomb agreed to create a water authority that would potentially lower water rates for suburban residents while contributing \$50 million per year to the Detroit Water and Sewerage Department for needed upgrades. One of the points of contention during negotiations was what would become of the nearly \$25 million in debt owed by the City of Highland Park to the water system. News stories stating that one potential option was to dissolve Highland Park into the City of Detroit in order to spread the water debt throughout the system caused a localized panic within the city. Despite assurances from State, County, and City leaders that there was no interest in making Highland Park a part of Detroit, members of the community remained rightfully on guard and skeptical of the political process.

The long-delayed formation of a Regional Transit

Authority (RTA) between Wayne, Oakland, and Macomb counties has the potential to provide options for growth along the commercial corridor of Woodward Avenue in Highland Park. While the past proposal of M-1 Rail stretching all the way to 8 Mile Road has been stalled for the time being, the possibility of bus rapid transit (BRT) coming to Woodward still brings with it the potential for transit oriented development to occur along the bus line. The improved transit option of BRT may also increase access to resources outside of the city, such as jobs, schools, and medical centers. Given the recent loss of the Highland Park High School and the continued scattering of students throughout the region, access to reliable transportation is one of the more relevant regional issues in relation to youth.

Many of the youth interviewed during the Capstone project stated that they use the city bus system to get to and from school. More high school students are becoming dependent on the city transit system with the closing of the last high school. According to the Census Bureau data, 34% of households in Highland Park do not have any vehicle and rely on public transportation and in-kind rides from family and friends (Census 2010.) There are currently six buses that service the city. Unfortunately, these buses are unable to service the whole city, making some parts of Highland Park out of walking distance range. Figure 1 below is a map of the routes that all buses travel throughout Highland Park. The yellow circles repre-

sent ¼ of a mile walking distance. These circles are plotted at every scheduled bus stop. The darker the circles the more buses that stop there for pick up. The areas that have no bus service in walking distance are identified on the map in white. Lack of transportation access makes traveling outside of the city very hard for the individuals that have either no vehicle or one vehicle. The current transit system is not effective enough to handle the city's growing needs.



Figure 6: Highland Park Map with plotted primary bus stops



Partnering Organization: 323

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Locating a youth-focused organization in Highland Park willing to serve as a project partner proved to be a difficult task for the Capstone team. Many of the organizations are consumed with improving and running their own programs. At the same time, there is a general distrust of outsiders that is pervasive in the community. After interviewing and researching different organizations, the Capstone group selected 323 as a partner. 323 was started by Joe Vercellino in 2011. The organization's name stems from the Bible verse "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters," (Colossians 3.23). 323 is a very small organization that has 25 – 30 youth attending their programs on a weekly basis. Their mission statement states "323 is a mission to live life with kids, sharing with them the love of Jesus, and modeling the consistency and character that leads to healthy kingdom focused lives." The 323 organization is housed in the location of its parent organization, Highland Park Community Outreach. Both organizations are non-profit faith based organizations dedicated to serving children and their families in the inner city. They seek to grow strong spiritual disciples by offering a variety of programs

for children, youth and young adults. All of their programs incorporate bible teaching and discipleship. Their mission is to help mold the future leaders in Highland Park. They encourage them to be leaders in families, churches, schools and in their communities.

They teach children to approach all things as if they were doing it as unto the Lord.



Figure 7: 323 Group Photo

The group meets once a week from 5pm - 7pm, and programming includes: homework help, free play, sharing of a meal, and devotional. Another group led by Mr. Vercellino is the rap group, Beast of the Beats. They are a group of young men ages 8 - 18 who rap about the positive changes that they would like to see in their neighborhood. They practice once a week and perform in events all around the state. Joe and his wife, Heather, intends for this program to be a prominent

fixture in the children's lives as well as encourage change in Highland Park.

Whatever you do, do as
working for the Lord.



Figure 8: Joe and Heather Vercellino

After several interviews with Joe and Heather discussing the vision for 323 and the organization's structure, the Capstone team did an organizational life stage assessment based on the workbook Five Life Stages of Nonprofit Organizations. The 323 organization was determined to be functioning in Stage Two: Found and Frame. This represents a new organization that has a clearly defined vision and is now in need of new ways to sustain the program. Most of the work done by the organization is done by Joe and Heather, with a few steady volunteers that support them in their mission. The organization has no outside financial sources, many of the supplies needed are provided from the Vercellinos' personal finances. They have identified other items that need to be purchased but in order to do so will need to secure other funding sources. Marketing is very minimal, although they do have a few flyers that are passed out upon request for more information. Many of the children come to 323 because of word

of mouth between each other. The Vercellinos would like to move their organization into the next stage, but at the same time they are wary of outside influences that may impact the culture that has already been established within



Figure 9: Joe leading 323 youth devotional

323. Figure 10 below is an organizational structure chart that shows how the organization is structured. Joe and Heather are the leaders supported by volunteers. They train the children to be leaders in their community and school, equipped with skills, experiences, knowledge, and a love for God.

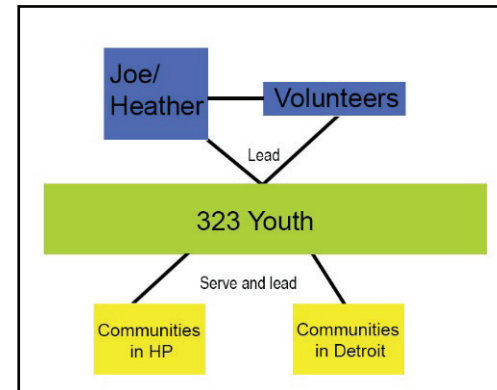


Figure 10: Organizational structure and functions



Human



Organizational



Physical



Economic

HOPE Model

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One of the foundations of the Master of Community Development program, the HOPE Model refers to a multi-faceted approach to development in which one considers the Human, Organizational, Physical and Economic aspects of a development concept or project. The following sections contain a summary of the HOPE elements present in the evaluation of youth resources in Highland Park.

Human Development

Human Development is the study of human condition and how humans develop from birth through puberty to adulthood. In this project, the Capstone team studied youth and many of the factors that impact their safety, health and well-being; as well as institutional learning facilities, health care clinics, environmental and social justice issues. The team evaluated youth development based on case studies, observations, face-to-face interviews, and knowledge acquired in the Master of Community Development program.

The Capstone team took a special interest in youth engagement activities and programming in Highland Park. At the start of the study, the team met with community members and youth organizers to document services available to youth. Through face-to-face contact, the team discovered that many community members were unaware of the youth services offered in Highland Park. Further-

more, many of the youth organizations operating within the area had no knowledge of other groups offering similar services in close proximity.

As previously described, the Capstone team's goals were to raise awareness of youth engagement activities, increase youth participation in community relations, and form alliances among the organizations. Youth programs have a significant impact on youth involvement in the home environment, education and aids in future decision making.

Research by Fredricks and Simpkins (2011) focused on youth in low-income communities who lack access to activities. The authors link academic, psychological, and behavioral outcomes with the level of youth engagement in activities, particularly among African Americans and Latinos. Their study reveals that as a result of the increasing number of single-parent and dual-earner families, many children are forced to stay at home unattended. As children spend time alone, unstructured and unsupervised, it places them at-risk for behaviors such as drug use, unwanted pregnancies, gang violence, promiscuity, alcohol abuse, auto theft, and robbery.

Fredricks and Simpkins (2011) also introduce the Ecodevelopmental Theory, which states that children have an innate capacity to want to be part of a group and feel wanted and needed. Therefore, engaging in after school activities such as sports, school clubs, community-based

youth programs (YMCA and Boys and Girls Club), and art may significantly reduce youths chances of engaging in negative, harmful activities. The Ecodevelopmental Theory also suggests that engaging in after-school programs or organized programs can positively shape the development of youth. After school programs provide a safe and positive environment, as well as care and educational improvement for all participants. In addition, some after-school programs increase physical activities to promote physical health. After learning from a few students that not having access to parks or play lots is an issue, the team investigated the potential health benefits of having access to such spaces. Playing at a local park or play lot is free and promotes physical activity. A well balanced diet and active lifestyle will help to improve or maintain healthy weight and reduce chances of developing diabetes, high blood pressure or asthma related symptoms.

To gain firsthand information on the basic health of Highland Park youth, the Capstone team interviewed the medical staff at 2 local clinics. The first clinic, located on Hamilton Avenue, provides medical services to the entire family. The medical staff was asked to provide the age range of children they serve, and the common health complaint from youths. The medical staff reported that they service youth ages 3-18, primarily for asthma. The second clinic is an Internal Medicine clinic located on Woodward Avenue. The Medical staff was asked the same questions as the previous clinic, and the answers were not

significantly different. The Medical staff disclosed that they see children from ages 3-18, and treats many patients for asthma, high blood pressure, and diabetes. Staff estimated that 8 out of 10 kids are treated for asthma; 4 out of 10 for diabetes and roughly 3-4 out of 10 treated for high blood pressure. High blood pressure seems to be a concern mainly for older kids, whereas, younger kids are diagnosed more with diabetes and asthma. This is not to say that if neighborhoods had adequate and safe parks that children will not become ill. However, it does show a link between children and healthy weight. According to the Centers for Disease Control and Prevention (2014), physical fitness will reduce or prevent diabetes and high blood pressure. Moderate weight loss, weight management, and activity can help to save a child's life.

Physiological, social, and physical development are fundamental to the developmental outcomes of youth. Another interesting aspect of development focuses on how youth excel in their learning environment. As aforementioned, many parents believe that the urban school district fails to adequately educate the youth that they serve. Schools serve many purposes, they serve as a vehicle for academic success. They can also help to form bonds between peers, alliances with adults. The youth in Highland Park have experienced a dramatic change in their educational routine.

Organizational Development

Organizational development is the field pertaining to how organizations change and perform. Highland Park has a long history of having to adapt to changing times, conditions and needs of the community. At the time the area was settled, the residents had to rely on one another. As the area rapidly grew, citizens had to come together to create governance and infrastructure to manage a burgeoning city. Despite great prosperity for some, not everyone has the basic necessities. Some areas were particularly hard hit socially and economically. They experienced overcrowding and blight, poverty and unemployment, crime and juvenile delinquency. Throughout this period, organizations formed to offer assistance with such issues. These organizations had various levels of development; some were formed by individuals as an answer to a situation or cause, while others were new chapters of organizations working in other cities.

As industry left Highland Park, so too did some of the sources for funding organizations. The work being done with youth in Highland Park is accomplished sometimes by small organizations on meager budgets. The most viable organizations have a network of supporters and effective coordination with other service providers.

The group found that more often than not there was disconnection between organizations. Even if they knew of one another, they were not coordinating services in order to eliminate redundancy and competition for resources and youth participation. Their time is consumed doing the work of their organization, without the opportunity to coordinate with other organizations.

In the area where the Capstone partner organization is located there are three other organizations operating within a three block range that the team contacted. There is the Boys and Girls Club (24 Ferris St.), St. Benedicts Gymnasium (16111 John R and Ferris St.) and Ohana Gardens (33 Church St.). The work of all these organizations serve youth either directly or indirectly.

The team interviewed Jeanette K, of the Boys and Girls Club on May 18, 2015. She stated, “The Boys and Girls Club of Southeast Michigan was established in 1926 and we are a nonprofit organization; we receive funding from private donors, grants, and membership fees.” The Club assists youth with homework, helps overcome learning barriers in school, as well as promote health through education. It also engages youth in sports, activities, and leadership programs. One of the goals of the program is to reduce the number of youth showing delinquency.

St. Benedict Parish Gymnasium, established in 1949, was closed down after North Pointe Academy and



the parish both moved out. In a May 18 2015 interview, Coach D stated that he re-opened the gym so that he can be a mentor to the youth, especially the black male population. The program is funded by admission fees, private donors and an annual team fees.

The team interviewed Diane Hoye and grounds keeper Zeyna Bou Toure at Ohana Gardens on May 15, 2015. The program seeks to teach women and children about agriculture. Hoye said her desire is to learn how to sustain, survive, and feed herself and others wholesome, good foods. The gardens is a community niche with an outdoor dining area, waterfalls, multiple aeration systems, and over 1000 plants, fruits and vegetables. She is in the process of developing an aquaponics system, which is a food production for raising aquatic animals such as fish, snails, crayfish or prawns. Hoye also has hens to produce eggs, and she makes her own compost by mixing organic matter such as grass, vegetables, leaves, and then allowing time for it to decompose. Hoye said that after assimilating into the community, she has helped several families start their own gardens. She said that she provides fresh fruits and vegetables to 5-8 people per day. Her primary funding sources are private donors, renters, and profit from crops. Diane's goal is to be a community leader in sustainability; teaching women, children and men how to live healthier lives by producing their own foods.

As an example of important youth work that is being

done within Highland Park by very small organizations consider the story of Ms. Logan, a public school teacher. She meets weekly with 6-10 girls. The purpose of her sessions are to mentor, teach them how to become leaders in their community, and give them a voice to issues that are important to their future such as education, health care, community needs and youth activities. Whether or not society chooses to accept social problems, they nevertheless exist in many neighborhoods. People like Ms. Logan provide youth with a support system that helps prevent them from joining gangs and engaging in delinquent activities. These girls have been given an opportunity to become a positive forces or change in their community, and effect changes they wish to see. Sources of funding for the program were not discussed.

List of organizations, businesses, and schools that assisted in the project

Sports/Activities

- St. Benedict's Gym
- Ernest T. Ford Recreation Center
- Boys and Girls Club
- Detroit PAL (not shown on map)
- Hustle Lady

Health

- O'Hana Gardens
- Rainbow Center Michigan
- Nolan Family Health Center (not shown on map)
- Sanjay N. Lakhani, MD PC

Key

- Sports/Activities
- Health
- Business
- Faith-Based
- Education
- Media
- Advocacy
- Government



Figure 11: Organizational Chart coded by activity or function

Business

- Creative Images Party Rental
- Victor Bakery
- Red Hot's Coney Island
- Aldi's

Faith Based

- 323
- Soul Harvest Ministries
- Faith Tabernacle Church

Education

- Wayne Metro Community Action Agency (not shown on map)
- Nandi's Knowledge Café
- Barber Elementary School

Media

- WHPR
- RAP Detroit (not shown on map)

Advocacy

- Soulidity (not shown on map)
- Ruth Ellis Center

Government

- Highland Park City Council
- Wayne County (not shown on map)

I want to stay at 323
 with Joe and Heather
 forever - 323 Youth

Physical Development

The Capstone team chose to explore the physical development of Highland Park through the parks and housing stock of the neighborhood. Many of the youth in Highland Park are concerned about the appearance of the city. They were unaware of what parks were available for use. The vacant homes in the area has also hindered them from enjoying their neighborhood.

Parks

There are many abandoned parks in Highland Park, featuring broken play equipment, overgrown grass, and abandoned buildings. Figure 12 is a map of all of the open green spaces in Highland Park. These spaces have different functions which includes, creative community space, playgrounds with



Figure 12: Park Map with location

structures, community gardens, and sports fields. Both sports fields are currently utilized by several local sports organizations. The community creative spaces identified were created by the people in the neighborhood. They maintain these areas, many are surrounded by destruction and devastation. These parks with structures are well maintained and equipment fully functional.

Figure 13: Closed parks in Highland Park





Figure 14: Parks and neighborhood community spaces. A- Park near school and apartment building, B- Jakobi Park, C- Community garden

The map above designates a few areas for open spaces. Many of these areas are overgrown with grass and weeds or filled with illegally dumped items. Most of the open spaces used are created by the residents. The photo below is a public space that sits on a block with only two occupied homes. Many of the other homes are partially standing, having been damaged by either fire or vandalism.

The types of residential areas vary throughout Highland Park. Some neighborhoods are fully intact with no missing homes on the block, while some neighborhoods have abandoned homes on every other lot. Meanwhile, many other sections of the community contain vacant fields in between the homes, shown in the photo below.

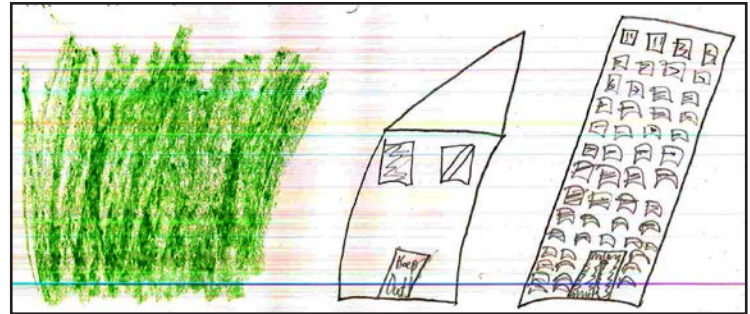


Figure 16: Youth drawing depicting their view of Highland Park

I don't like about Highland Park is the tall grass, abandoned houses, buildings and a lot of vacant lots



Figure 15: A- Neighborhood created space, B- Vacant lot in Highland Park

Housing Statistics

Much of the housing stock in Highland Park is severely distressed, with a majority of blocks littered with abandoned, burnt down buildings and homes. Many of the homes are gutted by scrappers, ravaged by fire, or are decaying structures.



A girl got raped in one of the abandon homes... I'm scared to walk the street alone.

What I don't like about my city is that its to much crime and to many young kids getting hurt.

Figure 17: **A-** Abandoned building, **B-** Abandoned and boarded home in Highland Park, **C-** Abandoned new construction home.



Figure 18: Street elevations

Figure 18 is an elevation view that shows the condition of the homes. During a town hall meeting on June 9, 2015, an elderly resident of Highland Park stated that “even though my home is not in the best condition it is all that I have. I can’t afford to leave so I must stay and fight.” According to the 2010 Census information there are 6,924 housing units in Highland Park; 34% of the homes are vacant, and 92% of the homes were built before the use of lead-based paints was banned.

Information gathered through interviews suggest that many residents cannot afford to make needed repairs to their home. Only 36% of the homes are occupied by the home owner. Many of the residents love their homes. They hold many memories and are close to family and friends. However, the deteriorating conditions of the neighborhood are forcing residents to move out.

I own my home. There might be many issues and repairs needed but I can’t afford to move somewhere else so I have to make this work. And it is all that I have. - Resident

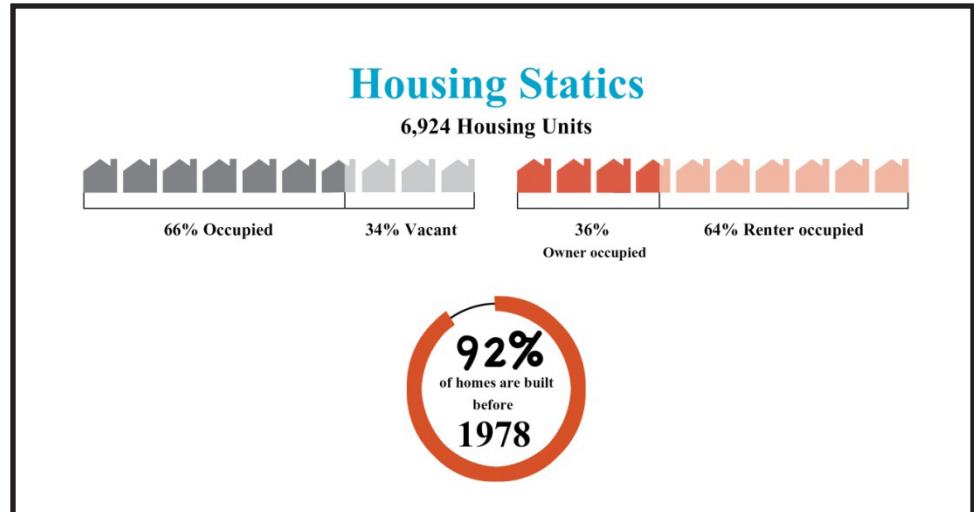


Figure 19: Housing statics diagram

According to Highland Park Councilmen Rodney Patrick, there are two historic districts in the community. In one historic district at the south end of town, Henry Ford structured three blocks off of Woodward for his executives, foremen, and workers. The first block was dedicated to housing executives. The homes, lots, and ornate detail decreased the further they were located from Woodward. Homes that are closer to Oakland are smaller and were built for the workers. This type of historical detail has helped to shape Highland Park.

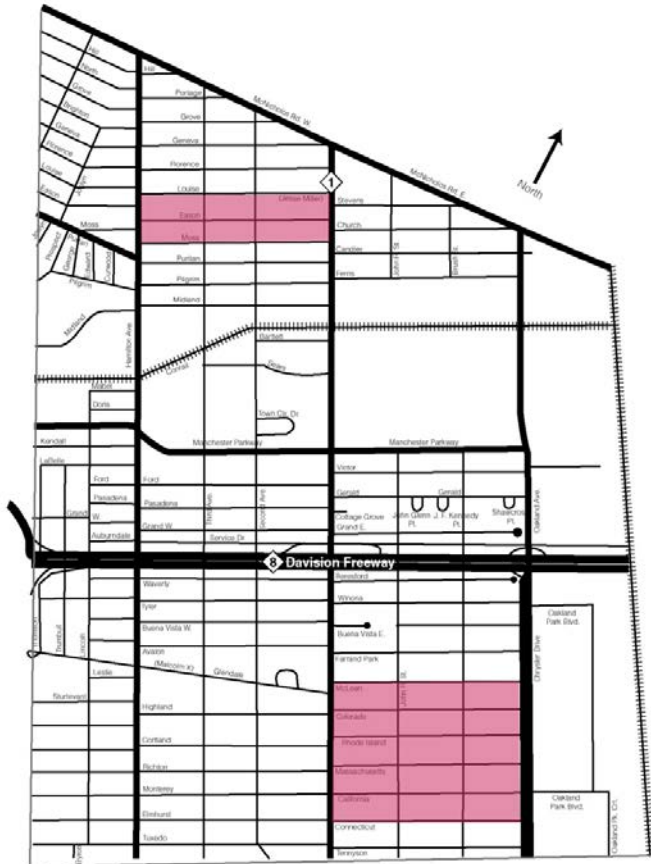


Figure 20: Historic Districts in Highland Park



Figure 21: Historic Homes in Highland Park

Economic Development

Economic development can be viewed as any action that creates a positive economic change for an area or an individual. For decades, the economic identity of Highland Park was tied in with the automotive manufacturing sector. Originally, through Henry Ford's Model T Plant, then through the Chrysler Corporation. Chrysler was headquartered in the city from its founding in 1925 until 1993, at which point the city lost nearly half of its annual budget and 5,000 jobs upon the auto maker's exit. Even with the relocation of other manufacturers such as Magna (to the former Chrysler site,) the loss of such large employers is still reflected in the high unemployment rates throughout the city. As of 2013, the reported unemployment rate in Highland Park was 15.1%, nearly double the rate for the State of Michigan.

The presence of a commercial corridor along Woodward and an industrial zone along Oakland Avenue provide Highland Park with a variety of options in terms of available space for companies seeking to relocate. One current concern, however, remains the functioning of the city's government and municipal services, and how they might potentially impact business attraction. The shopping plazas along Woodward currently contain a number of different businesses. They include grocery markets, clothing stores, fast food restaurants, automotive supply stores and a Highland Park mobile police unit. During the interview



Figure 22: Model T Shopping Plaza on Woodward Ave.

with Officer Ochs he stated that many of the businesses are 'revolving doors' due to lack of support from Highland Park patrons. His point was then verified through the interviews conducted in the shopping plaza. Only 10% of the people stopped were current residents of Highland Park. Many of the other patrons lived in Hamtramck or surrounding areas of Detroit.

Given the number of families living below the poverty line and the high overall unemployment rate in the city, the need for quality education and job training programs in Highland Park is critical. Recently, the Woodward Av-

enue Action Agency purchased the long-dormant Ford Model T Plant on Woodward Avenue and is seeking to partner with Henry Ford Community College to create an advanced manufacturing training program on the site, although given the amount of remediation needed on the building, it may be a year or more before such a program would be up and running. In the meantime, residents are able to access nearby Focus Hope on Oakman Boulevard, which offers a number of job training programs.

People QuickFacts	Highland Park	Michigan
Households, 2009-2013	4,534	3,823,280
Persons per household, 2009-2013	2.37	2.53
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$13,539	\$25,681
Median household income, 2009-2013	\$18,981	\$48,411
Persons below poverty level, percent, 2009-2013	51.10%	16.80%

Business QuickFacts	Highland Park	Michigan
Total number of firms, 2007	1,030	816,972
Black-owned firms, percent, 2007	70.90%	8.90%
Asian-owned firms, percent, 2007	2.80%	2.60%
Women-owned firms, percent, 2007	55.30%	30.40%
Merchant wholesaler sales, 2007 (\$1000)	227,986	107,109,349
Retail sales, 2007 (\$1000)	115,276	109,102,594
Retail sales per capita, 2007	\$7,872	\$10,855
Accommodation and food services sales, 2007 (\$1000)	10,581	14,536,648

Figure 23: Highland Park economic data. Source: US Census

Exhibit 22: Highland Park Future Land Use Map

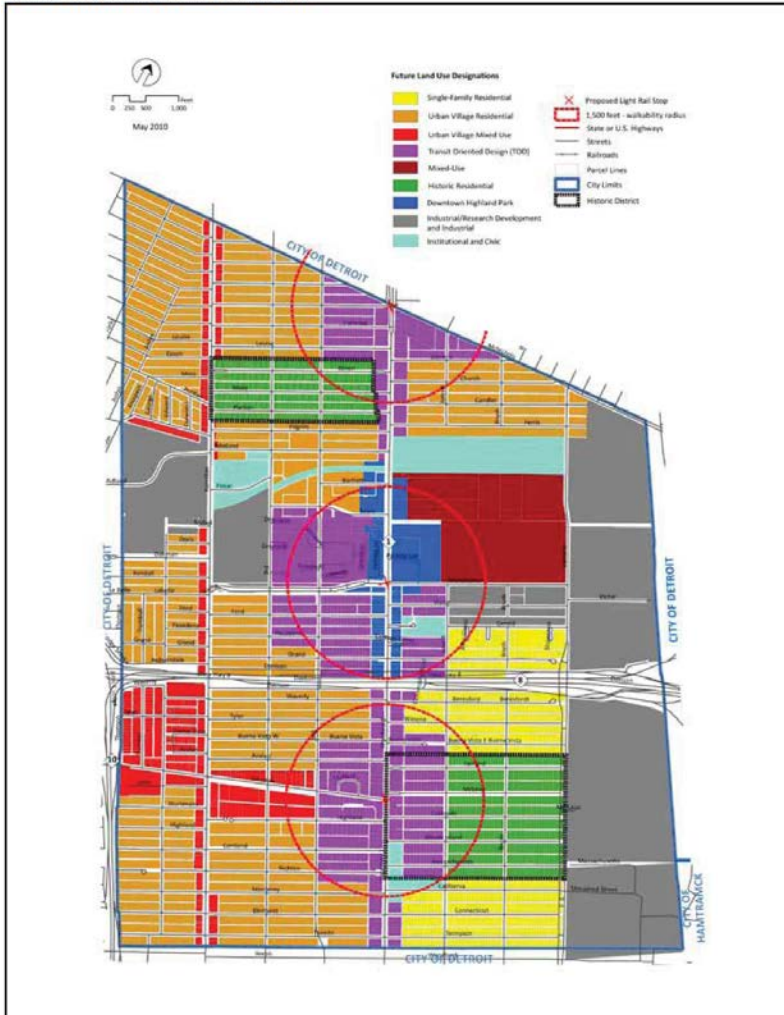


Figure 24: Proposed Land map use

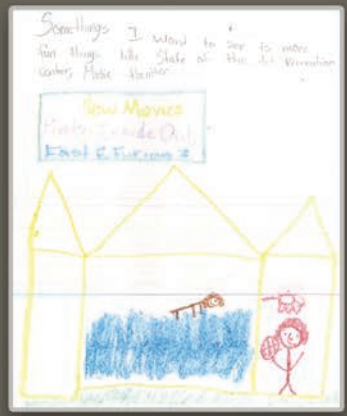
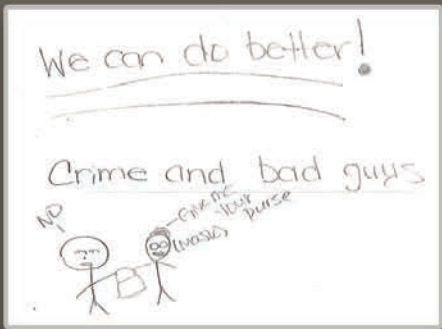


Figure 25: Shopping along Woodward Ave. in Highland Park

HOPE Model Conclusion

The conditions in Highland Park present overwhelming challenges. In the area of Human Development pressing concerns are a lack of supervision and activities for youth. The lack potentially contributes to unhealthy lifestyles and delinquent behavior. Some organizations still exist to help serve the community. However, in terms of Organization Development most are under-developed and / or underfunded, as well as overworked. The work load carried by these remaining organizations, leave little time to develop partnership between organizations and improve services.

The unsafe, unmaintained or undeveloped buildings and lots offer opportunities for improving the community in the area of Physical Development. Improving the physical conditions, in both the commercial and residential areas would support Economic Development. The Capstone team has also shown that are some user friendly parks and open spaces in Highland Park. Currently the city has high unemployment rates, large numbers of economically disadvantaged residents and few opportunities for education and advancement. Fortunately the skepticism and distrust, along with a strong sense of identity, have helped foster a sense of self-reliance and determination in Highland Parkers.



Community Based Research

Capstone 2015

Case Studies

In order to identify relevant strategies for studying the target area and creating recommendations based on the data that was collected, the Capstone team also reviewed pertinent research and case studies from other areas which may lead to greater insight and future directions for project ideas. The following were among the most relevant case studies found through research.

Case Study #1: Extracurricular Activities and Adolescent Development

This University of Michigan study focused on the relationship between participation in structured youth activities and risk behaviors during adolescence. The authors used The Michigan Study of Adolescent Life Transitions (MALT) to track participation and related outcomes to determine relationships between activities and positive youth development. The study centered on a group of sixth graders in 10 Southeast Michigan communities who were tracked through the high school years, into adulthood, and then assessed for risk factors and other outcomes alongside participation in structured activities. This research indicates a positive link between participation in such activities and academic achievement, as well as other aspects of positive youth development.

Case Study #2: Bringing leadership experiences to inner-city youth

Research by Professor Barry L. Boyd of Texas A&M University focused on experiential learning by youth, defined as “when a person is involved in an activity, looks back at it critically, determines what was useful or important to remember, and uses this information to perform another activity.” The case study is centered around a 4-H program in Tarrant County, Texas which uses a service-learning model to engage at risk youth. One of the most relevant aspects of the case study in relation to the Capstone group’s project was the focus on the learning that came about as a result of the activity. Another aspect was the importance of discussing what steps should be taken next after the activity is complete.

During the neighborhood cleanup with the 323 youth, each Capstone team member engaged with multiple youth to determine their feelings on the project. They also wanted to know what could be done to prevent littering and dumping in their neighborhoods. Immediately after the project, youth also completed a survey to provide additional feedback.

Group Observation/Interviews

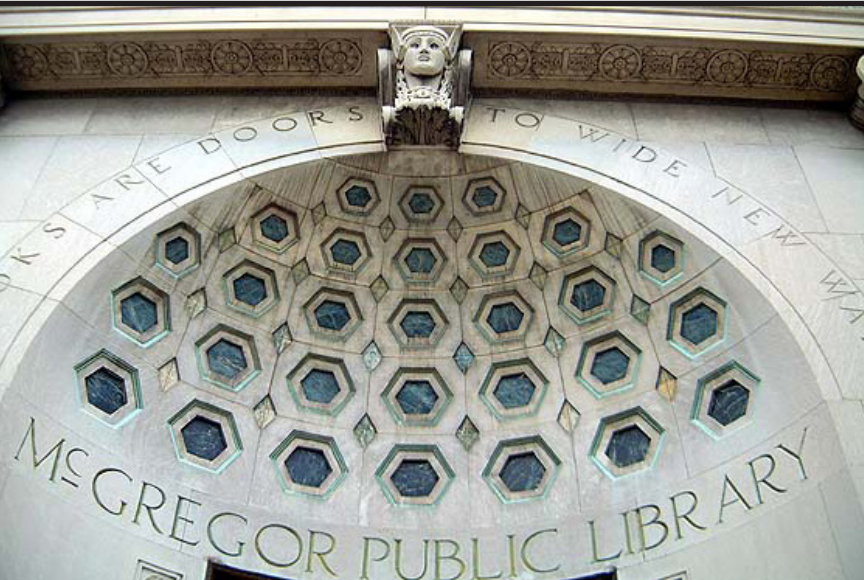
The Capstone team began their investigation of the City of Highland Park by traveling the city’s streets and interviewing the people that crossed their paths. The table below reflects the observations made through this method. These interviews occurred at different times of the day also on different days of the week. This matrix was used as a tool to help identify the key elements. These organizing themes were taken from Planning to Stay (Moorish, 1994).

Organizing Themes of Highland Park

Organizing Themes	Home & Garden	Community Streets	Neighborhood Niche	Anchoring Institution	Public Gardens
Location	A lot of residents use the front yards and driveways to gather and socialize. Children play on the sidewalks in front their home and neighboring homes.	Teenage boys use the street as a basketball court.	Alley behind church used for grilling and gathering. 323 used for kids in the neighborhood Youth gym used to engage youth both inside and outside the community. Faith Tabernacle church park used by the surrounding community.	There are a lack of schools and library that has been closed over the years. The shopping center on Woodward has become an anchoring institution.	Many of the open spaces are undeveloped. The few that are developed are done by the community and maintained by the residents.
Scale	Some of the homes have huge vacant lots in between occupied homes.	Woodward is a wide street to support shopping. The residential streets are smaller.	Each place fits well into its surrounding because they have reused spaces.	Abandoned school and other building creates voids in the neighborhood.	The scale of public garden spaces is effected by the lack of accessibility, safety, and security.

Mix	There is a mix of commercial, faith base, and residential both vacant and occupied	The residents use the street for different things. One resident was outside painting signs another carve wood stumps.	There is an array of services offered.	Many of the buildings are abandoned, vacant, and has little to no use of them.	Many of the neighborhood lots have been affected by Illegal dumping.
Time	Ohana Gardens apartment building. Living space within urban garden.	There are a few night time activities done on the streets for an older crowd.	The Capstone group has viewed that during the summer months a fair comes to the parking lot of the shopping center. Another organization hosted a reading fair on the closed Library grounds.	School closing happened over the last decade	Some neighbors cut the empty lots in the block to limit the eyesores.
Movement	Use buses, cars, and walking. They are more vehicle orientated.	Focused more on car traffic	All of these places are within the community that they intend on serving.	Architecture elements are lost to the graffiti and broken out windows.	Lack of recreation destinations limits the need for movement throughout the neighborhood

Figure 26: Left: The dome of the closed McGregor Library in Highland Park, Right: Peacock at Ohana Gardens



Interviews

Former Police Officer Chaplin says that although he retired from the police force, he continues to patrol his community making sure that it is safe. The team interviewed Officer Chaplin on May 25, 2015, at his home. Mr. Chaplin is not only a lifelong resident of Highland Park, but also an investor and business owner. When asked about the community needs and changes he wished to see, Mr. Chaplin replied, “The City needs to stop dumping piles and piles of cement in the backyard of abandoned houses; they need to clean up this area; mow the lawns, and demolish these burned down abandoned homes and buildings. These are the problems and the needs in this community. Every day I patrol these streets, keeping my community safe. I even mow lawns and pick up trash to beautify our community. Our community has a block club, but we don’t go by a name. We just trying to get and keep our community looking good.”

On July 18, 2015, the Capstone team met with Highland Park City Councilman Rodney Patrick to discuss some of more pressing issues in the community. Many of the mistakes made by Highland Park’s school district were made because of poor planning and poor decision making. Patrick says that the school closings angered many students, teachers and parents. The boys’ basketball team in particular felt marginalized, displaced, and disenfranchised. For some, Highland Park High School was

their ‘home away from home.’ Although it was a learning institution, it was also a place where friendships developed, bonds were formed and extended families came together. As a way to try and make the basketball team members feel better after the high school closing, the councilman arranged for them to spend the day at the Palace of Auburn Hills. The entire boys’ basketball team was invited to the Palace to play on the basketball court with professional basketball players. They enjoyed this event. It was highly likely that with the upcoming semester that they would all be attending different schools.



Figure 27: Interview with the owners of Victory Bakery on Victory street in Highland Park

Youth Survey Results

In order to assess the thoughts and perceived needs of the youth, the Capstone team developed a youth survey. The survey marked where the youth lived and what schools they attended. The surveys were given to several different organizations to be completed with the youth in their programs. The Capstone group also went to schools, after school groups and sporting events to interview and interact with the targeted demographic.

The information gathered from surveys, interviews, and community events was used and synthesized to create all of the maps and charts below.



Figure 28: Plotted information from youth survey

A majority of the youth surveyed live in Highland Park. If they did not live in Highland Park, they either attended a school or organization that operates in Highland Park. Below is a map of the areas that many of the children live. The 323 organization service children in Highland Park and surrounding areas of Detroit. Many of the children live between 6 Mile – 8 Mile and I-75 – Woodward. Many of them ride their bikes to the 323 program.



Figure 30: 323 youth eating and baking together. The 323 location is like a second home.



Figure 29: Plotted areas of where the surveyed youth marked that they lived

Many of the students interviewed by the Capstone team already attend schools outside of Highland Park. Some parents have already enrolled all their children in other districts so they can conveniently attend the same school district as siblings. Figure 31 below is a representation of the schools that are attended by the 46 youth interviewed. The color of the blue dot displays how many students attend school in those areas. Key range from light blue to dark blue based on student concentration. The most attended school is Barber Elementary. These children rely on an array of options to get to and from school, such as buses, parent commuting, carpooling, and walking.

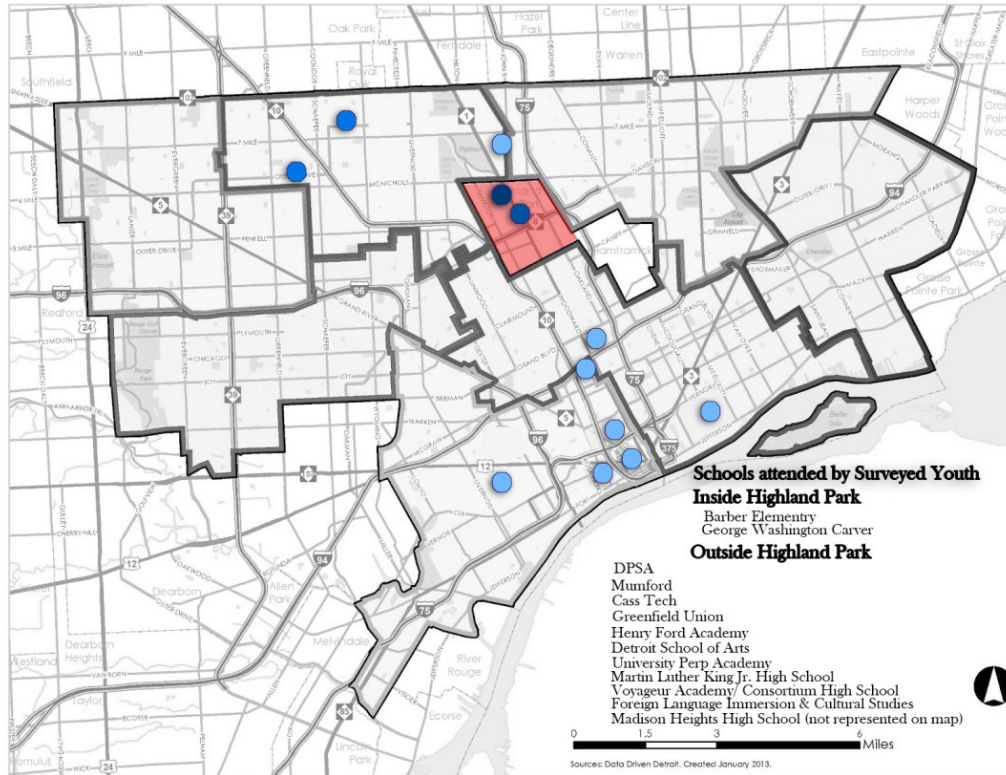


Figure 31: Plotted schools taken from youth surveys



Figure 32: Top- Barber Elementary. Bottom Washington Carver. Only 2 schools opened in Highland Park

Key

- Open Schools
- Organizations
- Parks and open space
- Closed Schools
- Closed Parks

Asset Mapping

Highland Park has many positive features that cannot be overshadowed by the negative. Figure 33 shows a comparison of the open assets and the closed assets.

As the figure shows Highland Park has several different organizations that operate to improve the lives of the people living in the city. As noted earlier, despite the organizations proximity to each other, there are not many partnerships between the different organizations. The majority of them operate independently trying to make the biggest impact that they can. There are many limitations placed on the organizations, mostly stemming from lack of additional funding sources. The organizations have very dedicated staff and volunteers that help to push the vision and make an impact in the lives of the youth.

Overall the asset map with closed and past assets reveals possibilities and aligns common interest that would not normally be recognized. At the northeast corner of Highland Park there are several different youth based organizations. Their locations make partnerships very beneficial to the immediate community that they serve. Many of the children already attend several of the organizations for different programming. A collaboration of the organizations



Figure 33: Asset Map, Schools, organizations, and parks

could result in better defined youth services and a bigger impact on the community. The map also reveals an overlap of using the old for the new. The recently closed high school is being used by Detroit PAL. They are using the field and other amenities to better accommodate their programming needs. There are several owner-ran businesses on Victor Street that are very interested in helping the youth of Highland Park. It could be beneficial for them to come together and create internship programs so that Highland Park Youth could learn entrepreneurship skills. Some areas have closed deteriorating items next to well-maintained amenities. On the property of a closed school there is a park being maintained by the city for the benefit of nearby apartment building. How do we take this invested interest in this area and get the needed attention to re-purpose the closed school or remove it. In another area there is a larger unused green space with damaged trees and overgrown grass across for a public community garden that is well maintained and frequently used. In another area there is an active health clinic with three closed parks surrounding it. These asset are important to the community and can be enhanced by taking advantage of these overlaps.

Needs Assessment

The needs and asset assessments were generated from interviews with the youth and adults of Highland Park. Both of these assessments compare the surveys and interviews of 323 youth, HP youth is considered youth outside of 323, and adult interviews. These assessments help to identify themes and patterns on how the youth experience Highland Park and how it differs from how adults view Highland Park. The items highlighted in red on the diagram below are the key points that helped to lead to the next steps for the group. These items were a consistent need for youth activities in Highland Park. However, while interviewing many different organizations it was revealed that their programs suffer due to lack of participation and funding. Program organizers also state that lack of parent involvement is a problem and the youth states that there is a lack of family programs. Social gathering spaces are a need of the youth. They have many friends but no places to gather and do activities with them.

Assets Assessment

Many of the youth that were interviewed spent a lot of time with their family and friends at each others' homes. Despite the lack of programming they have adapted to see value in other things, such as being allowed to play basketball in the street and using deserted parks and courts as social gathering spaces. They look forward to the school hosted after school programs. In contrast the adults see the organizations that they are involved with as an asset. Some of these organizations are not operational year around but have a few well executed yearly programs that demonstrate their presence in the community.

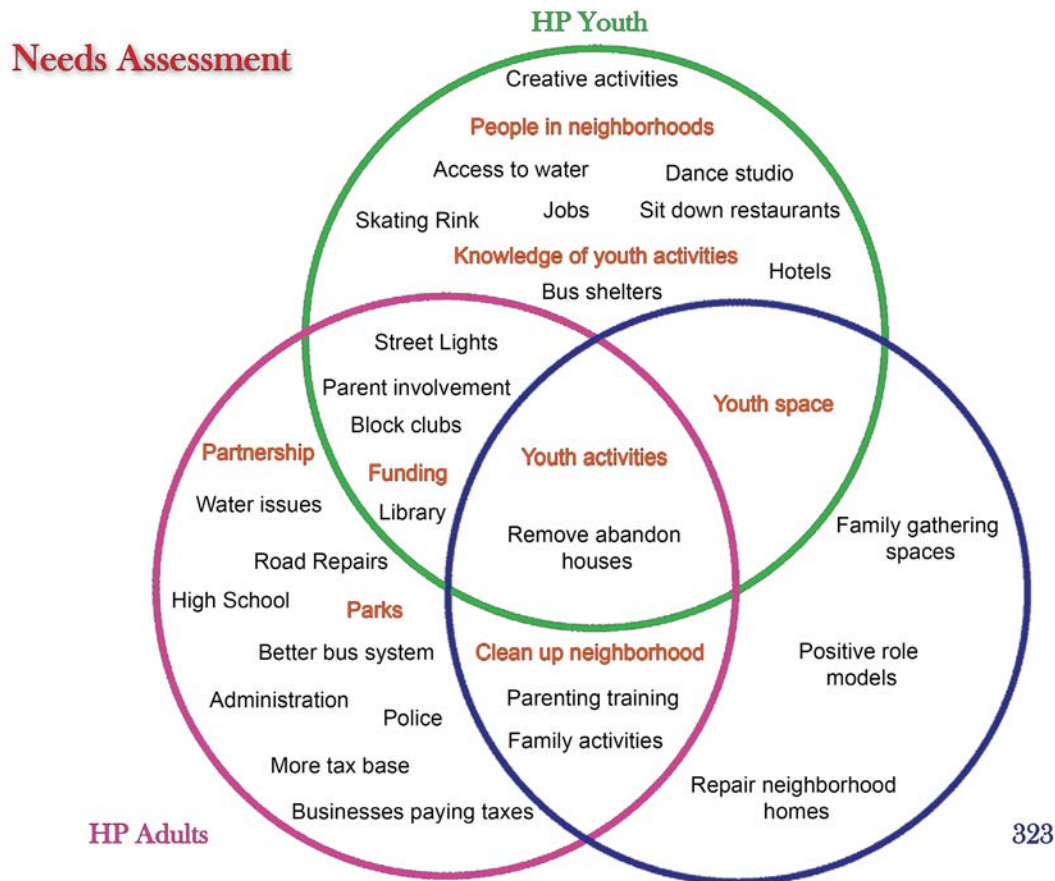


Figure 34: Needs Assessment

Assets Assessment

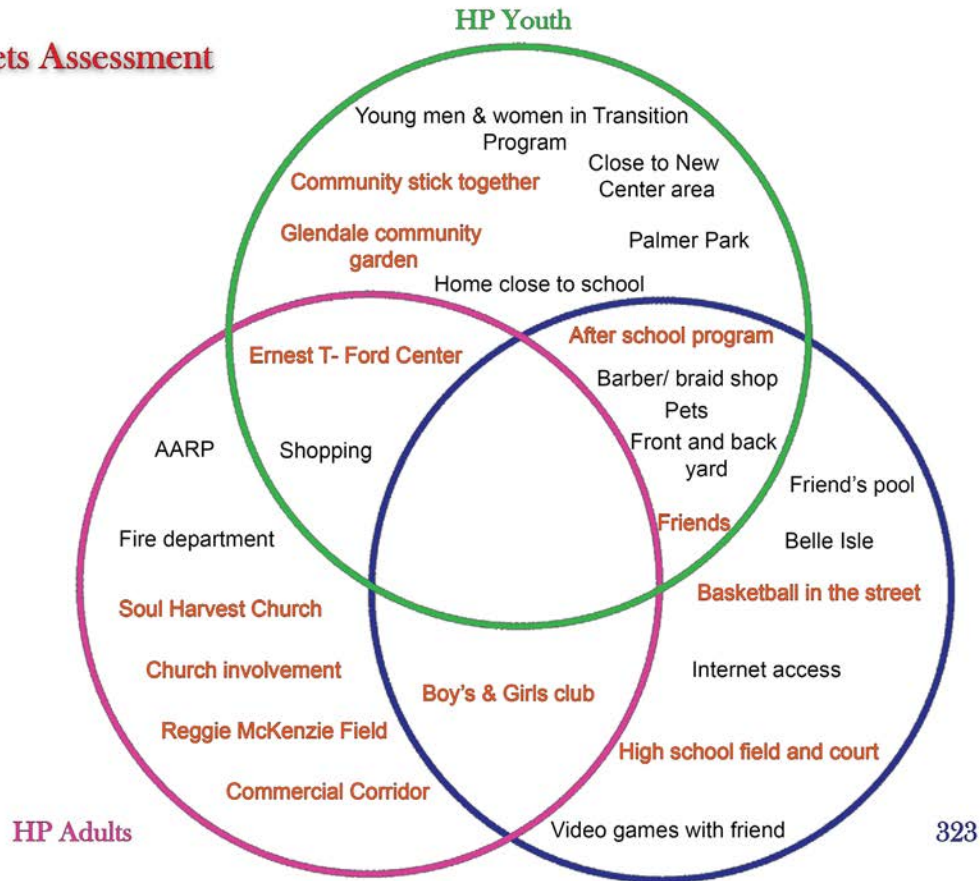


Figure 35: Asset Assessment

SWOT Analysis

In analyzing the existing physical conditions, human development and access within the community, the team has identified strengths, weaknesses, opportunities, and threats (SWOT) for our neighborhood. The SWOT matrix has uncovered that although there are numerous threats and weaknesses, the neighborhood does have strengths that can help overcome some of these barriers. Some of the strengths present in the area are; positive community orientation, resident pride in the community, a large commercial district, and a social media network organized by the residents.

On the other hand, the team also discovered several weaknesses. The area is lacking in parks and recreation space. However, the city of Highland Park has an overwhelming number of vacant lots within its residential areas that could transform nicely into parks and play lots for the youth. Organizations like 323, The Boys and Girls Club, St. Benedict's Parish Gymnasium, and Ohana Gardens can still reach the youth that are at-risk for delinquency, or have developmental learning problems, suffer from homelessness, and lack adequate access to food. They help by building positive, caring sustained relationships, helping to create realistic, hopeful pathways, setting measurable goals, and engaging in school and community activities.

The community's social network can encourage participation that can assist in creating space for youth engagement activities. This has shown to be a successful strategy in adding public parks to the neighborhoods. Furthermore, the City has proven to stand strong together in the face of adversity. Community members have joined together using social media as an avenue to fight back against injustices to win back their community.

Still, there are specific threats that negatively impact the City of Highland Park; in particular the development of youth. For example, closing schools will place many students at risk for high school drop-out, low school performance, loss of identity and trust. Lack of Chambers of Congress, ineffective leadership, lack of public safety and firefighters are major risk factors that can possibly dissolve the city or force many residents to relocate. The threat of losing infrastructure in a city can slow/disable additional developments that may help to reinvent the area. In addition, high crime rates, blight, abandon homes and commercial building, loss of business tax dollars, loss of jobs, lack of lighting, and social injustice and flawed policies will continue to threaten the city's ability to attract new residents, retain existing residents, and investors. Yet unity can change the direction the city is headed into.

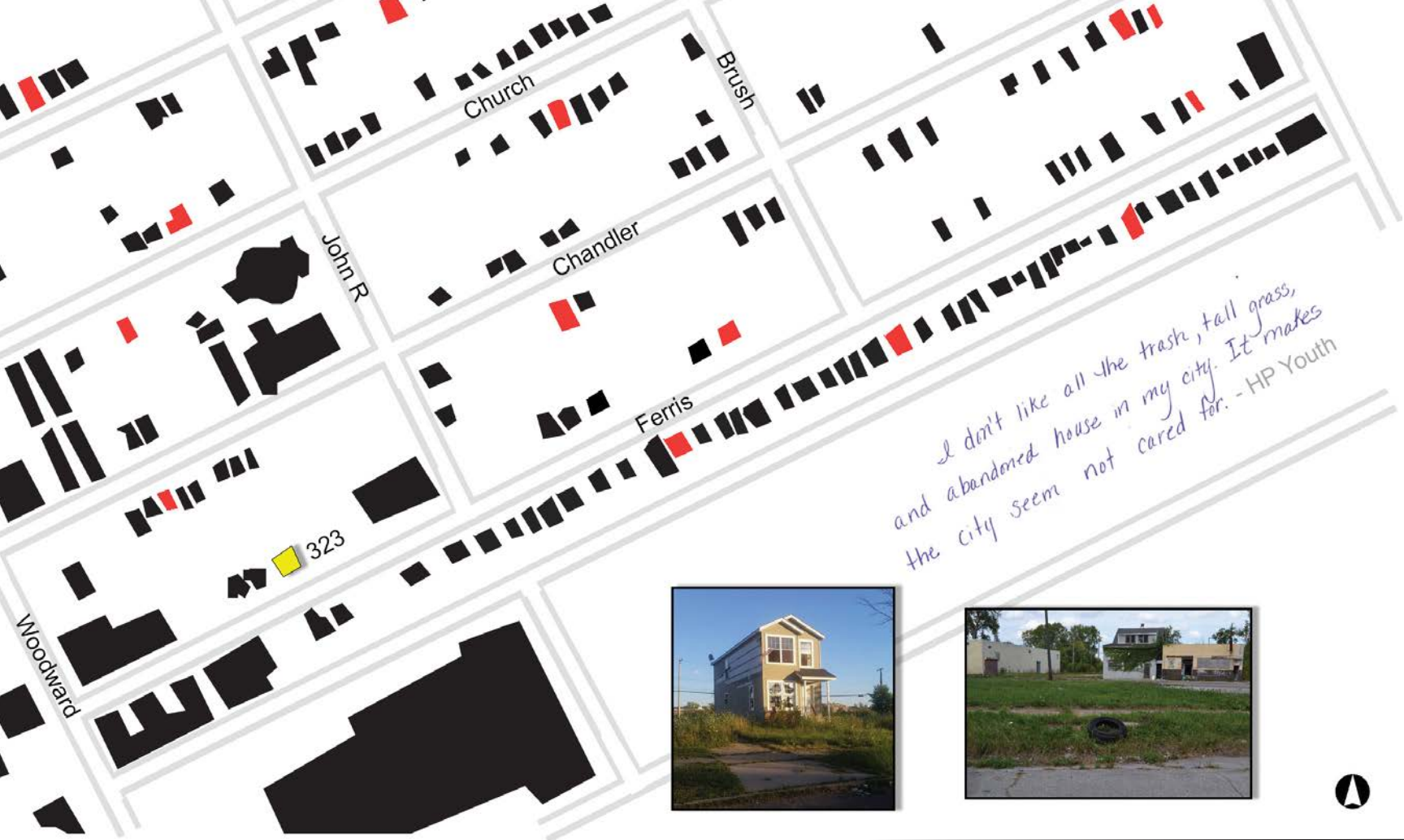
Based on the SWOT analysis, there is reason to believe

that the Highland area will see an increase or stable number of nonprofit community organizers constructing facilities or creating space that will allow continued learning experiences, exploration, growth and development to help each child become a productive member of society.

Finally, the SWOT analysis has identified many strength for the neighborhood to build on. As stated above, vacant lots can be transformed into recreation areas, parks, play lots, and green space and dedicated community development groups are in place to execute a work plan to restore a once vibrant, prosperous city.



Figure 36: SWOT diagram



Comprehensive Project Action Plan

Capstone 2015

The Capstone team proposed a project consisting of two primary actions. The first action of the project proposal consisted of a neighborhood cleanup arranged with the youth and leadership of 323 serving as the lead entity. All of the organizations encountered during this process were invited to participate in the neighborhood cleanup. The next phase of the project consisted of holding a round table discussion with the stakeholders in the Highland Park area to discuss best practices in working with youth in that community.



Figure 37: Top left- 323 youth at Fall 2015 cleanup. Right: Round table discussion

Neighborhood Cleanup

The Capstone team used surveys to determine the community's needs and to identify and map assets within or in close proximity of the area. After analyzing the total number of respondents and their responses, the team found that more than 75% of the respondents wanted to improve the physical appearance of their community. This included blight removal through demolition, trash removal, better lighting, safer streets and cleaner parks. The Capstone team's community partner at 323, director Mr. Vercellino, also expressed an interest in conducting a community cleanup engaging the youth. The Capstone team worked with 323 in order to survey the neighborhood and determine the scope and type of materials needed for the event (garbage bags, dumpsters, lawn equipment. Meanwhile, the team simultaneously worked to arrange funding and donations from the city of Highland Park and other local organizations.

Community cleanup encourages youth to care about

their community. It is not only good for the community and environment; it is also beneficial in terms of providing community service and gaining a sense of accomplishment, pride, and stewardship. The most rewarding aspect of community cleanup is that the children can see the impact of the work immediately and every time that they

visit the area; it will serve as a reminder of all the hard work that was put into beautifying their community.

One issue that often emerges in neighborhood cleanup projects is that the individuals doing the cleanup oftentimes do not live in the neighborhood. The work is completed, but once they leave, the area deteriorates to its previous state. Although none of the Capstone team members

live in the proposed project area, the intent for this cleanup was to have the local organizations and youth drive the work. The fact that the project had local stakeholders increases the chances that it may be replicated on a semi-annual basis, or as needed, since the responsible organization will be present to monitor the physical conditions of the



Figure 38: Youth at Fall 2015 Clean up

community. The fact that the City of Highland Park has established a campaign to combat illegal dumping will help to facilitate the continued stabilization of the project area.

To orchestrate the cleanup, the Capstone team distributed proposal letters which provided details for the cleanup and clearly defined the team's intentions for the donations if received to Tim Horton's, Glory Supermarket, ALDI Grocery Store, Dutch Girl Donuts, Soul Harvest Church, Recreation of Highland Park, St. Benedict Gymnasium, The Home Depot and various community members of Highland Park.

To recruit and build a community-based team of willing participants, particularly from the youth living in Highland Park, the team attended two meetings in Highland Park to discuss the nature of the cleanup. The first meeting was held on October 15, 2015, at Soul Harvest Church Task Force Committee. The focus was on Community Empowerment, with an emphasis on Youth Empowerment-Engagement. In attendance were 25 community organizers and youth leaders. The meeting was powerful, enlightening, and encouraging. Coincidentally, the meeting's agenda paralleled with the Capstone team's purpose and plans for youth engagement.

Bishop Evans, of Soul Harvest Church allowed the Capstone team an opportunity to speak at the meeting.

The team identified the purpose and plan for the cleanup and extended an invitation to those who wanted to participate in the cleanup an opportunity to sign up. There were 22 people at the meeting; five committed to the cleanup. The team exchanged contact information with those who expressed interest, and provided them with a flyer for details.

The second meeting was the Teen Council, held on October 22, 2015, at St. Benedict Gymnasium. The Teen Council Meeting is youth-led, but overseen by the St. Benedict's Coach, Delano Beavers, and his assistant Jasmine Stewart. This meeting was significantly different from the first meeting the team attended. The composition of the first meeting was made up of all adults; the Teen Council Meeting was composed of young men ranging from 15-19 years of age. The meeting concentrated on redeveloping Highland Park community through the lens of the youth, these teens expressed deep interest in redeveloping their community, using Highland's Park history as the benchmark.

The neighborhood cleanup was conducted on October 24, 2015. The concentrated area was on East John R. Street, between Ferris and Chandler Streets. According to Coach Delano, at St. Benedicts Gymnasium, this area is often used for illegal dumping. The team discovered numerous empty sports beverage bottles, pop bottles, beer cans, old shirts, empty potatoes chip bags, candy wrappers



and abandoned furniture. To clean this area, the Capstone team, the leaders at 323 organization, and 22 youth joined together to use the in-kind donations provided by the following seven local businesses in Highland Park to help make the cleanup successful.

List of donors and their contribution:

- Dutch Girl Donuts- 3 dozen donuts
- Tim Hortons- hot chocolate
- Glory Supermarket- 6 cases of water
- ALDI Grocery Store- 10 case of water
- Highland Park Recreation Department- 6 rakes
- St. Benedict Gymnasium- 1 pack of plastic gloves and trash bags
- Soul Harvest Church- \$50.00 cash donation
- Renaissance disposal- 30 yard dumpster

The team purchased 100 large trash bags and juice with the \$50.00 donation from Soul Harvest Church. In addition, collectively the team purchased 40 sets of yard gloves, 4 large boxes of pizza, 1 large bag of mixed chocolate candy, paper plates, napkins, 3 cutlery sets, and 2 table cloths. The team also purchased art paper, crayons and colored pencils which were used at the end of the cleanup for the participating youth to create thank-you cards for the donors. Prior to the cleanup, the youth were given safety instructions to reduce or avoid the potential for injuries. Participating youth were divided into four groups of 5

with 1 adult chaperone and 1 youth-leader to identify with the other youth. Each participant received 2 large trash bags and one pair of gloves; and each group was given a rake.

The most immediately visible outcome of the cleanup was expected to be the physical impact on the community through the removal of debris from unkempt lots, but perhaps more important was the human development impact on the youth of 323 through their participation in working to plan and execute the event. While many of the organization's youth do not live in the blocks nearest 323's location, there was still an expected increase in sense of pride and ownership of the area among the children. Through the increased local recognition that may come from the event, and the potential expansion of partnerships with other local organizations, this could represent a change to the support that 323 is experiencing.



Figure 39: Youth clearing out weeds and trash during 2015 Fall Clean Up



In spite of the rain and cool temperature, the kids still exhibited positive energy as they made their way to the work site. The kids were excited; they were elated to give back to their community. The groups entered into the abandoned fields with a positive attitude and without knowing what they would find beyond the over-grown grass and weeds. The



The dialogue between the children and staff was exhilarating. Comments made by the youth during the event included, “This is great,” “I’m so happy to be doing this,” “People should be ashamed of themselves for dumping all this trash,” “We need to clean up more,” and “Thanks Mr. V., I really like this.” The children developed a system that allowed one group to pick up the trash while another disposed of the bags in the dumpster. They alternated positions throughout the cleanup. After three successful hours of blight removal, the work-team returned to 323 to prepare for lunch and conclude the day. After the children served lunch to each other,

Figure 40: Left: Before, Right: After

they each completed a post-cleanup survey, and prepared thank you cards for donors that helped to make the cleanup a success. The kids engaged in dialogue about the cleanup and expressed that they would like to continue this annually. They are already planning to return next year for their second annual community cleanup.

Overall, the neighborhood clean-up with 323 was a success. The children were amazed at the many organizations that were willing to donate to the event. Many of them were excited to work to improve their neighborhood. One child stated, “I wish more of the neighborhood would help. If I come back tomorrow and more trash is here I will be disappointed.” Although the cleanup was a success, the team planned for a greater number of participants . It is possible that the unpleasant weather conditions might have been the cause for a low turnout. However, the low number of participants could also stem from the fact that Highland Park has suffered numerous setbacks and therefore many citizens lack the capacity to trust outsiders. For many years, particularly the past two decades, Highland Park has systematically lost most of their resources and community assets. Consequently, community members may shy away from those that really have good intentions, making it difficult or impossible to effect change.



323rd and
UDM's MCD
students
APPRECIATE
Your support
of our clean-
up project!



Round Table Discussion

A round table discussion was held on Saturday, November 7, 2015 hosted at Soul Harvest Ministries. Donuts and coffee were provided by the Capstone team, who also contributed bottled water leftover from the cleanup. The attendees had an opportunity to talk informally among themselves prior to the discussion. After introductions, the team gave a brief overview of the MCD program and Capstone project, and agendas and business cards were distributed. Attendees included adults working with various youth sports programs such as PAL football, Silverbacks wrestling, and St. Benedict's basketball. Several attendees were involved with serving the community in additional ways, either through volunteering or their particular occupation. During introductions, the guests identified other opportunities in which they would like to become involved; many wanted to attend hustle dancing classes offered by one of the women in attendance at the round table. Attendees included Carlton Clyborn, Greg Hicks, Robert Vance, Jasmine, Thomasenia,

Lauren, Dwayne, Glean Washington, Myron Wright, and Sheriff Donaldson.



Figure 41: Round table discussion with youth and organizations

The next agenda item was to discuss the common challenges organizations in Highland Park face when working with youth. One problem, from a youth perspective, is that there are few things to do in Highland Park, or as described by one attendee, “nowhere to go.” In response to the concern about lack of things to do, one attendee shared the information that in the summer there is a “meet up and eat up” program, which offers an opportunity for the kids to not only get food in the summer, but also to have a safe play space. The woman sharing the information commented that after a few successful years she had a significant decline in participation this past year. It turns out that another attendee had begun offering the same program only a few blocks away, and that there were several more organizations providing the “meet up and eat up” program. It was clear that better coordination of efforts is needed, not only to avoid duplication of efforts and potentially ‘cannibalizing’ another program, but also to ensure that all

areas of the city have access to these types of programs.

The attendees cited the need to have more people involved overall, especially more positive mentors for the youth. One attendee shared an anecdote in which an organization sought volunteers to clean up the practice field but the turnout was very low. However, at the same time, a party on the same field yielded a very high turnout, and left refuse and charcoal behind, creating more work for those maintaining a safe space for the kids to practice. Communication challenges and confusion within an organization were named as potential causes of poor communication to the community at large, resulting in a

lack of awareness, ineffective participation and low volunteer participation.



Figure 42: Attendees discussing the issues and possible solutions regarding programing

The team asked for stories of success and strategies for overcoming challenges. The overwhelming response was to remember that it is about the children, so organizations seek to do whatever it takes to provide what the children need and support their healthy development. It is not about a program hanging on to youth, it is about

creating opportunities for youth. Attendees also discussed how youth know when they are being used by the adults around them, just to increase their program numbers and ‘get paid’. They shared that when youth know you are authentically there for them, it can make a huge impact on the lives of youth.

The team also asked about opportunities for collaboration. Within the discussion of collaboration, the team introduced the idea of an HP youth resource guide and shared Detroit RAP, a new app and database of youth resources. Unfortunately, because there was not an internet connection at the event, the team was not able to offer the ability to list with Detroit RAP on site, nor was the team able to show the 323 cleanup video as hoped. The television station WHPR has expressed interest in showing the cleanup video in their “Good News” segment, and other organizations have expressed similar interest. Although WHPR was not able to send a representative to the round table discussion, they shared their general interest in youth and willingness of the station to act as a community billboard.

The primary outcome foreseen for the round table was an impact on the organizational strength of the groups and individuals in attendance through the sharing of knowledge. There were also expected to be potential economic benefits for organizations through any future partnerships or shared service provision that may come

about. The eventual human development impact that may arise through these improved service provisions is one that may not be detectable for some time in the future.

The meeting was adjourned having made several new connections. Plans were made for working on a resource directory and contact information was shared among each other. As the meeting dismissed, attendees asked the team what was going to happen after the conclusion of the Capstone project. The team used this as an opportunity to restate that the intention was to help foster inter-organizational awareness and connections. Also, that future events, such as another neighborhood cleanup, would have to be conducted by these organizations, hopefully in coordination with one another. Despite the last minute questions, the Capstone team is encouraged by the connections made and considers the round table a success.

Proposed Project Assessment Methods

The results that the Capstone team sought from these events were that at least three organizations and their youth participated in the neighborhood cleanup. This activity was designed to allow the youth and organizations to get familiar with each other as they work side-by-side to make a positive impact in their surroundings. The round table expected results were to have all stakeholders send a staff member and youth representatives.

The desired goals were not met, however, the outcomes were beyond what was expected. Aside from 323 none of the organizations invited to the cleanup attended. However, many of the invited organizations donated money or items to support the cleanup. Not all of the stakeholders invited attended the round table. One organization brought four youth representatives ranging from the age 7 – 17. Many of the participants agreed to take part in helping to make increased collaboration between the organizations a reality. The diagram below shows the different project groups formed by the participants.

Before Round Table: The organizations and the youth in attendance at the round table discussion came to the meeting with curiosity as to what the meeting would uncover.

Small Groups: Three people agreed to host a Meet up and

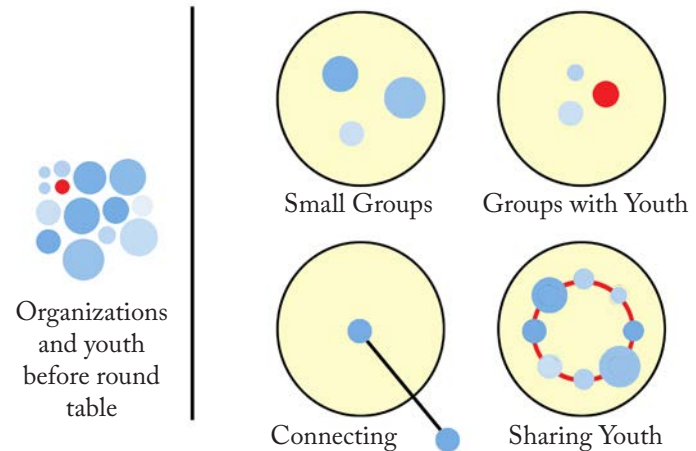


Figure 43: Round table group analysis diagram

Eat up program in 2016. Meet up and Eat up is a program that fund organizations with lunches to feed the youth during the summer. In the summer of 2015 three of the participating organizations conducted their own program within blocks from each other. They traded information to plan and work together to serve more youth and reduce the lunches that they have to turn back due to lack of participation.

Groups with Youth: Two organizations and a youth participant agreed to work together to develop and maintain

a youth resources directory. The directory will organize the youth resources in Highland Park. The directory will help to notify youth of offered programs and eliminate duplicating of programs. Some of the representatives that were in attendance were interested in being connected with the organizations that could not attend the round table.

Connecting: Many of the participants requested to get the information of other organizations that could not participate. They would like to partner with these organizations to help in an idea that they have.

Sharing Youth: Another participant suggested that the different organizations should promote other Highland Park organizations programming. He suggested that by doing this the youth can experience an array of different activities, to better pinpoint their talents.

Many of the participants agreed that the primary focus for all organizations should be the youth and their development. Also, that the organizations should not limit the growth of the youth by competing for youth participation and operating as individual organizations.

The organizations that were unable to attend the clean-up or round table gave several reasons why they were unable to attend. These reasons were taken into consideration as the Capstone team constructed the recommendations for the youth organizations in Highland Park.

Reasons why organizations were unable to attend events:

- Location hard to find
- Had another city engagement to attend during scheduled time
- Hosting own event for community
- Not made aware of the event in time
- Not sure who to contact for more information

The Capstone teams make following recommendations for any youth organization that would like to improve collaboration with neighboring organizations.

- Create a committee with youth to help in the planning of the best community events that will benefit Highland Park youth and strengthen the bond between organization
- Assist the youth in creating and maintain a youth resource guide
- Keep organizations involved and updated during the whole planning process. Make location easier to identify. With signs or map on directions.
- Consider other city wide events in the planning of the events.



Conclusion

Capstone 2015

Highland Park is a city where struggle and opportunity meet. Community members of Highland Park argue that they have been poorly treated by a biased system that was intended to protect the welfare of its citizens. Among those most impacted by the failures of this system are the community's youth, who have suffered due to school closings, poor access to transit, and high levels of crime and blight. As the Capstone team worked to assess the resources still available to the youth of Highland Park, many deficits were discovered. Like many other urban cities, blight, abandoned homes, deteriorating businesses, unused lots, decaying schools, poverty and poorly run schools are unpleasant realities. However, a small city such as Highland Park has been forced to live with all the characteristics of a dying city for decades without any signs of improvement.

Alongside the weaknesses noted in the community, there were a number of strengths that have allowed Highland Park residents to persevere despite the hardships they are facing. The presence of a strong community network, a sense of pride among remaining residents, and numerous organizations working to fill in the gaps left by dwindling city resources were among those discovered by the Capstone team. This Capstone project ultimately aims to contribute to the community's strengths by improving access to resources among the youth in Highland Park.

As part of the project, the Capstone group conducted

valuable research with numerous youth in Highland Park. The research yielded quantifiable results, which helped inform aspects of the project, and has been made available to all organizations that assisted in this process. This Capstone project is the beginning of opening the lines of communication between organizations. The team offered suggestions for how to continue to grow relationships among organization. Through the organized youth clean-up, children were able to see that many others shared the common concerns, care, and love Highland Park. The team provided a neighborhood clean-up framework and resources to organizations throughout Highland Park so they have the tools to plan and conduct yearly clean-up events. Ultimately, the Capstone group accomplished their goals of making an impact with the youth, engaging the organizations in the community, and getting community stakeholders involved.

The journey of this Capstone team began with the goal of locating youth resources in Highland Park. The Capstone team interviewed the youth and focused on the issues they had with their neighborhoods. The children interviewed and surveyed during this process were eager to share the good, bad, and ugly sides of Highland Park. Many of them believe that the change they hope to see is possible in the future. The children showed a desire to be an instrument of change in their communities. Through the activities and programs that they are a part of they are learning how to be confident, disciplined, active, and

engaged while pushing themselves to a greater level.

To contribute to the development of youth in the community of Highland Park, key stakeholders and organizations must come together in a collaborative fashion. The current disconnect between organizations, if continued, will only hinder the growth of the youth. All of the organizations discovered during this learning process demonstrate a desire to link up with other organizations. However, there are some reservations and fear due to low numbers of youth participation. During the round table session, many of the represented organizations expressed that a fear of losing children to a competing organization is a real threat to the stability of their programming. Many attendees highlighted the need for organizations to provide an array of programming, as well as support for each other's events. Through a continued focus on providing what is best for the youth of the community, Highland Park residents are working to ensure a brighter future for the city.



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Capstone 2015

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Interviews

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Chaplin R. Jones. Personal Interviews. 18 July 2015.

Vernone Login. Personal Interviews. 23 June 2015.

Photo Credits

All other photos/maps that are not listed below were taken by the Capstone team.

Front Cover Bottom Left: Patrick, Rodney. 36 McLean. 2014. <https://www.facebook.com/groups/569582599787238/>. November 15, 2015.

Front Cover Bottom Right: Vercellino, Joe. Untitled. 2015. <https://323fortheKingwix.com/323fortheKing>. September 27, 2015.

Title Page: University of Detroit Mercy. UDM Color Logo. No Date. http://www.udmercy.edu/mpa/library/logo_files/index.htm.

Page 3: Historic Postcard. Highland Park Plant. n.d. <<https://s-media-cache-ak0.pinimg.com/originals/89/43/56/894356dd8a1ed4de9978cdde413d46b0.jpg>>. November 19, 2015.

Figure 2: Wayne State University. Woodward Avenue. 2014. <http://www.detroitnews.com/picture-gallery/news/local/michigan-history/2014/09/18/woodward-avenue-through-the-years/15813007/>. August 25, 2015.

Figure 3: Author not Known. Women Work on an Early Ford Assembly Line. VV1374. <<http://www.corbisimages.com/stock-photo/rights-managed/VV1374/women-work-on-an-early-ford-assembly?popup=1&caller=enlargement>>. November 19, 2015.

Figure 4: Reverend David Bullock and Reverend Robert Blake. Town Hall Meeting Flyer. June 2, 2015.

Figure 7: Vercellino, Joe. Untitled. 2015. <https://323fortheKingwix.com/323fortheKing>. September 27, 2015.

Page 15 (Human and Organizational Photos): Vercellino, Joe. Untitled. 2015. <https://323fortheKingwix.com/323fortheKing>. October 18, 2015.

Figure 18: Google Maps. Highland Park Street Views. 2015. Google Maps. November 17, 2015.

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Figure 23: US Census. Economic Data. 2013. www.census.gov. October 27, 2015.

Figure 24: Wade Trim Associates. City of Highland Park Master Plan. 2010. www.highlandparkcity.org. June 7, 2015.

Figure 26 (Library): Highland Park City. Community Library Dome. Unknown Date. <http://www.highlandparkcity.org/images/Pic-Community-LibraryDome.jpg>. November 21, 2015.

Figure 30: Vercellino, Joe. 2015. 323 Video. <https://www.youtube.com/watch?v=eGoy6bT7AMo>. November 21, 2015.

Figure 37 (Left): Vercellino, Joe. 2015. 323 Fall Cleanup_2015 Video. <https://www.youtube.com/watch?v=46YwAtqSHN0>. November 7, 2015.

Figure 38: Vercellino, Joe. 2015. Untitled. Digital Photograph. November 7, 2015.

Page 53: Vercellino, Joe. 2015. Untitled. Digital Photograph. November 7, 2015.

Figure 39: Vercellino, Joe. 2015. Untitled. Digital Photograph. November 7, 2015.

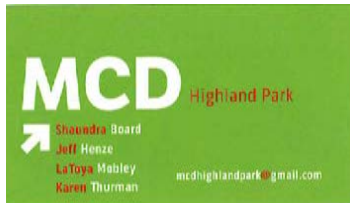


Appendix

Capstone 2015

There were many ways that the capstone team communicated with the targeted population and the people serving the targeted population. In the pages below are blank copies of these forms, flyers that advertise events hosted during this journey, flyers of Highland Park events attended by the capstone group, and information of organizations/resources.

Communication for the Capstone Team



Business cards were created to pass out to during Capstone process. Email address (mcdhighlandpark@gmail.com) was created and used as the main mode of communication with organizations and MCD committee/advisor.



Youth Survey

What school do you go to? _____
Where do you live? _____
Where do you play? _____
How old are you? _____
How do you get to school? _____
What grade are you in? _____
Where do you go to hang out with your family? _____
What is your family's main source of transportation? _____
Where do your friends live? _____
Where do you get your hair cut? _____
What neighborhood do you live in? _____
What is the name of your neighborhood? _____
What is the coolest thing about where you live? _____
Is there anything you want to change? _____
Do you have pets? _____
Where do you take your dogs for a walk? _____
What do you do over summer? _____
What do you do after school? _____

Events attended by Capstone team

TOWN HALL MEETING
STATE OF EMERGENCY:
 IS THIS THE END OF THE CITY OF HIGHLAND PARK?
TUESDAY, JUNE 9, 2015

TIME: 6:30PM

HOSTED BY:
 REVEREND DAVID BULLOCK AND REVEREND ROBERT BLAKE
 @DALEXANDERD @ACTIONCAC #SAVEWICITIES #SAVEHP

ST. LUKE AME CHURCH | 363 LA BELLE ST - HIGHLAND PARK, MI 48203
Massive Water Bill Debt, Highschool Closed
Will the State of Michigan Dissolve the City?

**THE PEOPLE ROSE!
 LEADERSHIP JUMPED!**

**YOUR HOMES WILL BE
 TAKEN!**

THE WAR HAS BEGUN

THURSDAY MAY 14TH
 Highland Park Human Rights Coalition
 Water Summit at St. Luke AME
 393 Lubella St, Highland Park, MI 48203

MONDAY MAY 18TH
 City Council Meeting at HP City Hall
 12050 Woodward Ave at 7pm.

WEDNESDAY MAY 25TH
 Meet us at the corner of Puritan &
 Woodward Ave @ 5pm. Sunrise Cleaners
 16041 Woodward Ave.

MONDAY JUNE 1ST
 City Council Meeting at HP City Hall
 12050 Woodward Ave at 7pm.

THURSDAY JUNE 4TH
 Court date at Coleman A. Young
 Municipal Center 2 Woodward Ave
 at 9am in Judge John Marzly
 Courtroom Room 921. Let's pack the
 Court Room & Put faces to the
 decision that locks over us!

CALL HPHRC INFORMATION HOTLINE FOR UPDATES
(313) 482-9232
#WETHEPEOPLEHP

WATER SCANDAL
 SHUTOFFS STILL LOOMING

TONY SAUNDERS
 Consultant from State of Michigan ordered to
 temporarily shut down water plant for four days only

**MAYOR DEANDRE
 WINDOW**

- State of Michigan mandated Mayor to shut down
 water plant permanently - Mayor agrees
- Mayor didn't get City Council or citizens' approval
- CHARGES VIOLATION
- Administration deliberately decided not to send
 out water bills for 32+ months to most residents.
- Some residents and business paid inaccurate
 bills to the city. Where's the money?
- City can't account for usage or payment history.

D&B BILLING

- Florida Company
- Council Approved (3)
- Sent Out inaccurate water bills to residents &
 businesses
- Using Defective Equipment, Software
 and billing practices

**TITUS MCCLARY, NORMA LEWIS
 MAMIE POSEY MOORE**

- Voted to allow State of Michigan takeover
 of our city - the 3 councilmembers voting for
 bankruptcy to wipe our water debt clean.

****NOW WE ARE AT RISK OF WATER
 SHUT OFF, MASS FORECLOSURE
 & PRIVATIZATION OF OUR
 WATER SYSTEM!!****

SAVE OUR CHILDREN

They Are Not For Sale! They Are Not Failed!

**No Jim Crow
 EAA DISTRICT
 DESTROYING OUR
 CHILDREN!!!**

**Give Us Back
 Our Schools!**

**Hands Off
 Our Children!**

**Our Kids
 Matter**

**Governor Rick Snyder
 Don't Take Our Future Away!**

Call Or Write: **Governor Rick Snyder (517) 373-3400**
P.O. BOX 30013, LANSING, MICHIGAN 48909

Wayne Clean Application

Warren C. Evans
County Executive

February 9, 2015

Wayne County CLEAN Program: 2015 Applications

Dear Community Leader:

I am pleased to announce that we are once again accepting project applications for Wayne County's highly successful CLEAN (County Lending Environmental Assistance to Neighborhoods) program.

The CLEAN program partners local community groups with the Wayne County Department of Public Services to identify, clean up, and prevent illegal dumping throughout Wayne County neighborhoods. The program's success lies in the ongoing cooperative partnership between various community stakeholders.

For detailed information on how your community can participate in CLEAN, please review the enclosed application instructions which outline detailed requirements and obligations. Applications may be submitted to the Wayne County Land Resource Management Division office, located at 3600 Commerce Court, Wayne, Michigan 48184. Selected projects will be scheduled for clean up between April and October of 2015.

If you have any questions about the program or need assistance completing the application, please contact Mary Vangieson at (734) 326-4494 or by e-mail at mvangies@waynecounty.com

The citizens of Wayne County and I look forward to having you on the CLEAN team.

Sincerely,

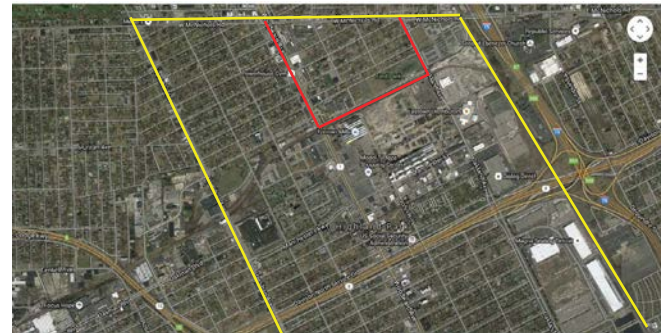
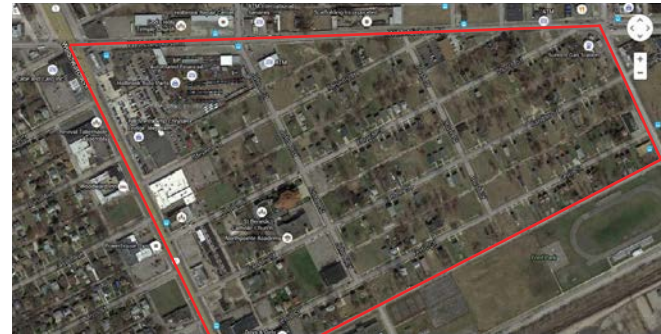


Mary Vangieson
CLEAN Program Administrator

cc: Kenneth Kucel, Deputy Director, Wayne County Department of Public Services
Patrick Cullen, Director, DPS Land Resource Management Division
Wayne County Commission

DEPARTMENT OF PUBLIC SERVICES
LAND RESOURCE MANAGEMENT DIVISION / WATER QUALITY MANAGEMENT DIVISION
3600 COMMERCE COURT, BUILDING E, WAYNE, MICHIGAN 48184
(734) 326-3936 • FAX (734) 326-4421

The CLEAN application was not completed in enough time to submit for the 323 fall clean up. We relied on the donation of a dumpster. CLEAN supports local organizations by providing dumpsters for neighborhood clean ups. The organizations must also show that the support CLEAN provides is sustainable. They can do this by installing cameras, putting up signs in the neighborhood, or any other thing that will deter residents from littering.



Clean up flyer and closing survey

323YOUTH LED
CLEAN-UP

Come Join Us
as we make impact

October 24, 2015
9am - 12pm

45 Ferris St.
Highland Park

For more information
Contact us at
mcdhighlandpark@gmail.com

Donations can be given at
<http://323fortheKing.wix.com/323fortheKing>

Need:

YOU as a
Volunteer


Need:

Materials- Bags
and gloves

Need:

Donations





University of Detroit Mercy
Capstone Team Project/323 Survey
Youth Led Cleanup Survey

October 24, 2015

Choose from 2-point rating scale up to 5-point rating scale (Strongly like or dislike)

Have you ever participated in a community cleanup? _____

Did you like the cleanup?

1 2 3 4 5

How necessary did you think the cleanup was?

1 2 3 4 5

Would you return next year to help with the cleanup?

1 2 3 4 5

What didn't you like about the cleanup?

What would you have like to see done differently during the cleanup?

Would you recommend a family/friend to the next clean up? _____

Additional Feedback

May we contact you for upcoming events? _____

Name and number _____

Clean up donation package

University of Detroit Mercy
Capstone II
Highland Park Youth Engagement

October 17, 2015

Dear Sir or Madam

The student group at University of Detroit Mercy is working closely with the youth population in Highland Park. Our group is focusing on strengthening civil society by bringing the community together to take collection action against environmental problems. We are completing the final phase of our project in Highland Park, centering our attention on youth engagement. Our goal is to open up multiple pathways for the youth to engage in neighborhood work and activities within their community. We will facilitate this goal by raising awareness of all local youth resources/activities in the community; in addition, we plan to connect the youth to those the activities. We anticipate 150 volunteers, which may include Highland Park's City Councilman Rodney Patrick, neighborhood kids, community youth organizations, parents, and other stakeholders.

Therefore, we write to ask you to support our team with donations to help make the clean-up a success. Below is an itemized list of supplies we might need for the clean-up. If you are not able to provide us with each item listed, please feel free to supply what you can. If you have any questions or concerns, do not hesitate to contact us @ mdchighlandpark@gmail.com

- Trash bags
- Safety signs
- Refreshments
- Gloves/heavy-duty
- Buckets for sharp objects
- Insect repellent
- Tools (ropes, rakes, shovels, etc.)
- Safety vests
- First aid supplies

Thank you in advance for your support and consideration.

Thank you,

MCD Capstone Team

Clean up sign in sheets



University of Detroit Mercy
MCD Program-Capstone Project/323
Youth-Led Cleanup

- Throughout the course of the morning, we take pictures and/or conduct video recordings from today's cleanup. We would like your permission to use these pictures and video on our class website, presentation and our Capstone book. We will never reference your child by name or provide any specific information regarding your child. We also will never sell these pictures and videos; we will use them exclusively for our MCD Capstone project purposes.
- Please take a moment to let us know your preferences regarding our use of photos and videos of your children:
- Please provide us with your initials in the YES cell if you give us permission to take photos of your child. I grant the MCD Capstone team, permission to use photos and video recordings of my child for the purpose of their project only.
-OR-
- Place your initials in the NO cell if you are against having you child photo or video taken. Please do NOT take or use any photos/ video recordings of my child.

October 24, 2015

Sign In Sheet

Name	Yes, I agree to have my child's photo taken	No, I do not want a picture taken of my child	Phone Number/email	Do you live in Highland Park?



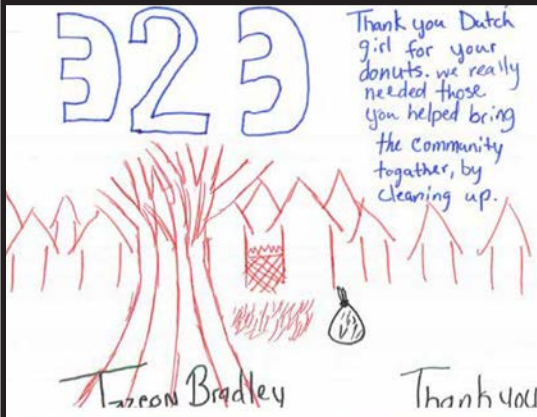
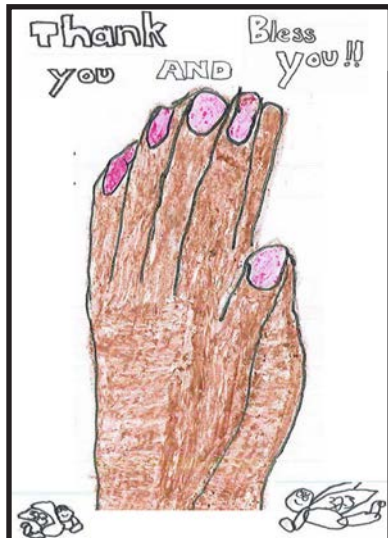
University of Detroit Mercy
MCD Program-Capstone Project/323
Youth-Led Cleanup

October 24, 2015

Sign In sheet

Name	Age	Do you live in Highland Park?

Thank You cards for Clean up donations



323 and UDM's MCD students APPRECIATE



Your support of our clean-up project!



Who we are
 323 is an all encompassing community. This includes rides to school, rides to church, homework parties, devotional, worship on Wednesday, and Beast of the Beat on Thursday. 323 is a movement to live life with kids, sharing with them the love of Jesus, and modeling the consistency and character that leads to healthy Kingdom focused lives.

