



# A Holistic Approach to Community Safety and Security

Person and Property Centered Strategies that Promote Portfolio Sustainability



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# Leveraging In-House Expertise

Key staff across Enterprise divisions have informed the development of this content and related approaches, based on our experiences as owner, operator and provider.



## Ashley Blake

**SENIOR DIRECTOR, SOLUTIONS  
MANAGEMENT**  
SOLUTIONS DIVISION

Ashley has worked and led in the affordable housing and community development space for nearly 20 years. Getting her start in the Resident Services space has grounded Ashley in the importance of balancing person and property-centered approaches and partnerships in support of safe and inclusive engagements, and informed her commitment to working in service to communities. Ashley currently serves as a member of Solutions leadership team, working to advance the strategic, operational and cultural priorities for the division.



## Rob Mazzuca

**DIRECTOR, SECURITY**  
COMMUNITY DEVELOPMENT DIVISION

Rob spent nearly 20 years as a police officer and detective before retiring and getting into the security world. He was the Director of Security for a high-profile school in Los Angeles before returning to the Baltimore area and starting his own security consulting firm. Rob started full time with Enterprise Community Development as their Director of Security four years ago. Rob brings a deep desire to help people and change lives for the better to his current position combining security knowledge and community building.



## Sarah Ritter

**DIRECTOR, COMMUNITY SAFETY  
PLANNING**  
COMMUNITY DEVELOPMENT DIVISION

In her current role, Sarah leads the development and implementation of community safety plans at pilot sites across ECD's Mid-Atlantic portfolio. With experience spanning community development and public safety, her career includes roles with the Baltimore Police Department, Johns Hopkins, the Baltimore Mayor's Office of Criminal Justice, and San Francisco's Office of Economic Development. She holds a Master's in City Planning from UC Berkeley.



## Raven Willoughby

**SENIOR DIRECTOR, PROGRAMS AND  
PERFORMANCE**  
COMMUNITY DEVELOPMENT DIVISION

Raven is the Senior Director of Programs and Performance with Enterprise Community Development. She supports the design and implementation of resident services across 115 properties. With 20 years of experience in community development, her career started as a community organizer, Raven have served in several different roles which helped build strategic partnerships, develop community leaders, and implement impactful programming. In her spare time, she spends time finding peace in all places, while raising a 6-year-old boy in the city of Baltimore.

## OUR APPROACH

Unmatched **breadth, scale and expertise** across the entire spectrum of affordable housing ...



... creating a positive feedback loop that does it **all under one Enterprise roof.**

# Build, preserve and operate affordable homes.

We are the top nonprofit owner and developer of affordable homes in the Mid-Atlantic for a reason – we design, develop and manage communities with residents at the center.

**#1**

THE LARGEST  
REGIONAL NONPROFIT

**#6**

NONPROFIT AFFORDABLE HOUSING  
PROVIDER NATIONALLY

**Top 20**

NONPROFIT AFFORDABLE HOUSING  
PROPERTY MANAGER

**23K+**

PEOPLE CALL OUR COMMUNITIES HOME

**\$1.4B**

PORTFOLIO INCLUDES 116 COMMUNITIES AND 13K HOMES

**116**

COMMUNITIES PROVIDING 13K HOMES

**500+**

MEMBER TEAM AND GROWING

# Vision

Through a multi-faceted approach that leverages Enterprise's end to end platform, this program's primary goals are to undergird organizational stability for housing providers and responsibly implement strategies that stabilize and strengthen portfolios, pipelines and the residents served.

## Impact Areas

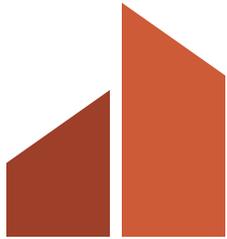
Organizational  
Stabilization and  
Growth

Real Estate  
Pipeline Activated

Portfolio - Property  
and Asset  
Management  
Operations  
Stabilized

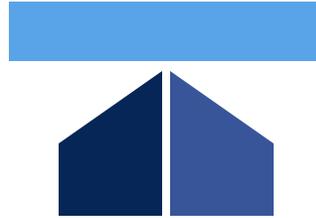
## BACKGROUND

# Community Safety Plans will be piloted at five ECD sites in 2026 and will advance Enterprise's organization-wide priorities.



### Increase Housing Supply

Community Safety Plans preserve affordable housing by strengthening property financial health — properties historically challenged by crime and safety issues often have budgets that are strained by security expenses.



### Advance Racial Equity

Community Safety Plans provide an alternative to enforcement-heavy approaches that have disproportionately harmed people of color with community-driven solutions that address root causes of crime.



### Build Resilience & Upward Mobility

Community Safety Plans enable economic opportunity and community connection by creating and socializing stronger neighborhood supports and resources.

# PHYSICAL BUILDING IMPROVEMENTS

# Rising Security Costs and Concerns

Property owners increasingly need to address security challenges and costs, which has led to an unsustainable increase in operating costs, including significantly elevated insurance rates.



# Security Plans

# Security Assessments: The beginning of every security plan

Security  
Assessment

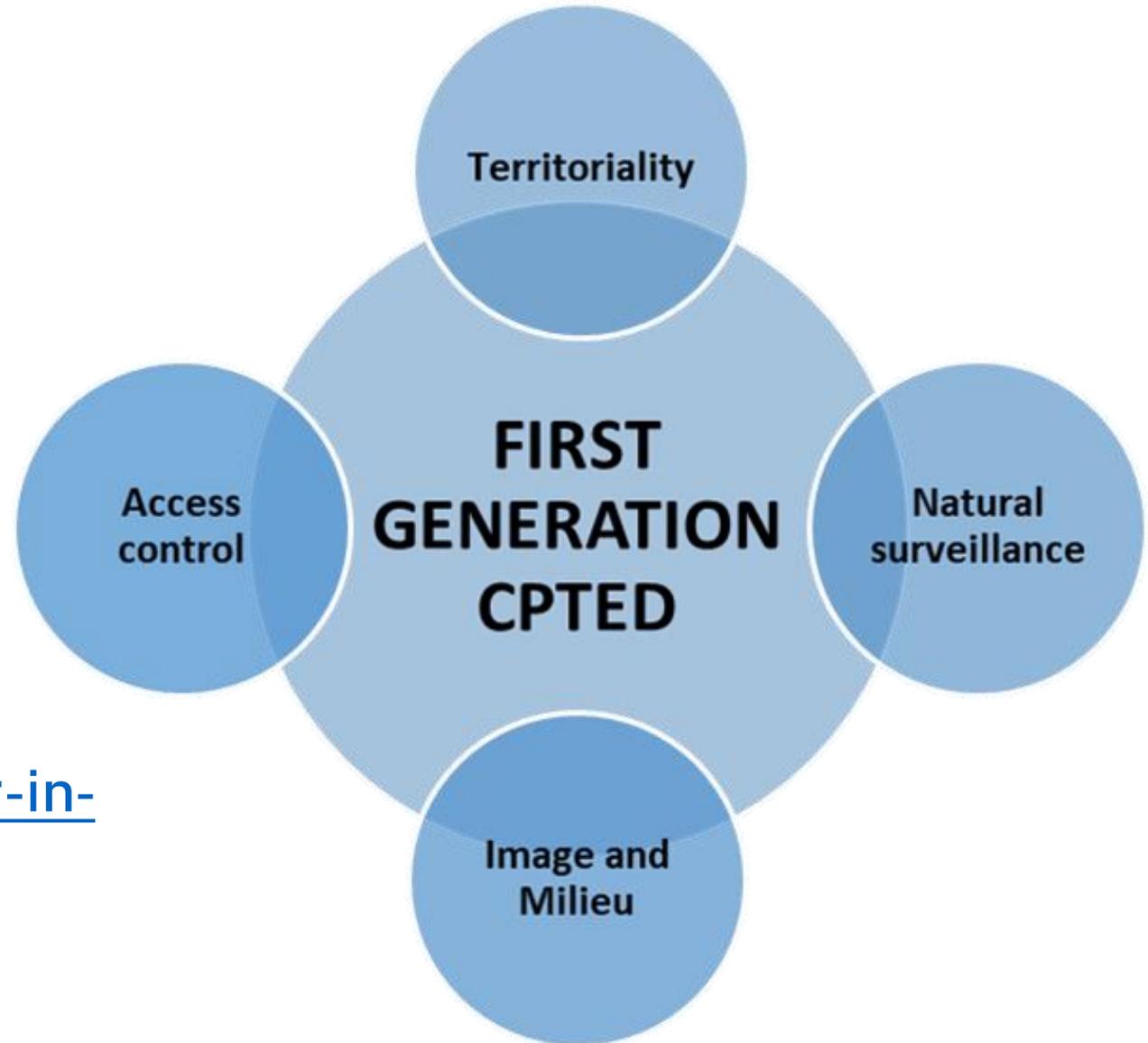
CPTED-Crime  
Prevention  
Through  
Environmental  
Design

“Everything is  
Security”

# CPTED

1. Territoriality
2. Natural Surveillance
3. Image and milieu
4. Access control

<https://www.cpted.net/Primer-in-CPTED>



# Security Plans

Four pillars of the  
Enterprise Security  
Plan



Site/Building Physical  
Improvements



Management Policy



Technology Solutions



Community Engagement

# Site/Building Physical Improvements

Some basics:

Gates, fencing

Exterior Lighting-repair and improvements

Dumpster area must be maintained

Landscaping

Anything that is or looks broken

Any graffiti or vandalism

# Management Policies-some examples

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Camera Policies

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Unit Visits and Management Visibility

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Parking Enforcement

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Life Safety Equipment

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Contract Security

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Lease Enforcement

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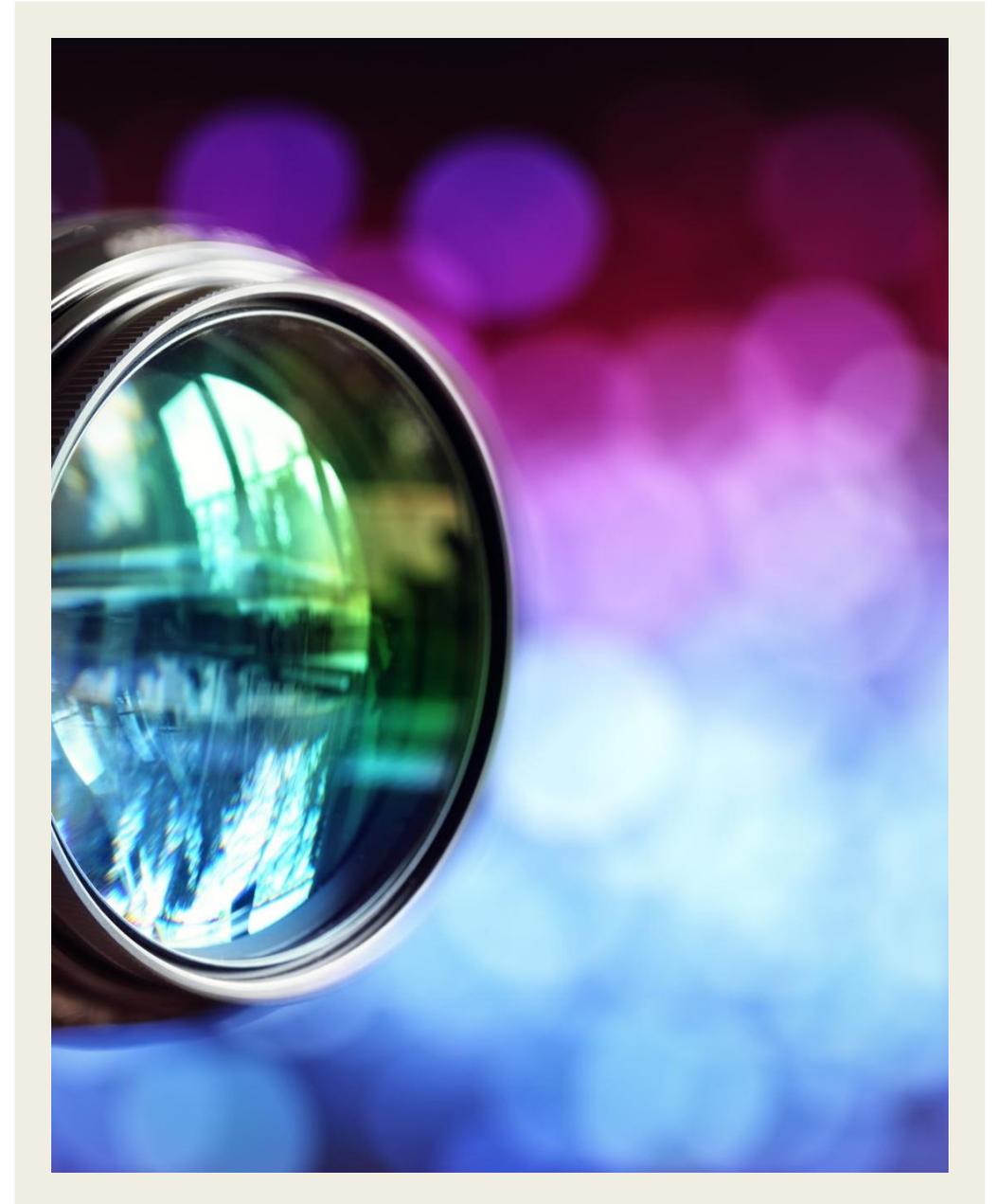
**Access Control: If it locks, it must work!**

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Insurance: Claim prevention is key

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# Technology Solutions



# Security + Community Engagement



# RESIDENT SERVICES AND SUPPORTS

## **Vision for Resident Services:**

**Enterprise Resident Services provides support through an approach that is authentically driven by residents as they pursue their self-defined paths to wellbeing.**

# Priority Programs & Services

What are we doing across the portfolio in 2025?

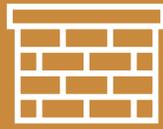
Community Building & Engagement:



**Volunteer  
Engagement**

**Civic  
Engagement**

Economic Security & Mobility:



**Workforce  
Development**

**Benefits Screenings**

**Rental Assistance**

Education:



**Out-of-school Time  
(Academic & Social  
Emotional Learning)**

**Digital Literacy &  
Access**

Health & Wellness:



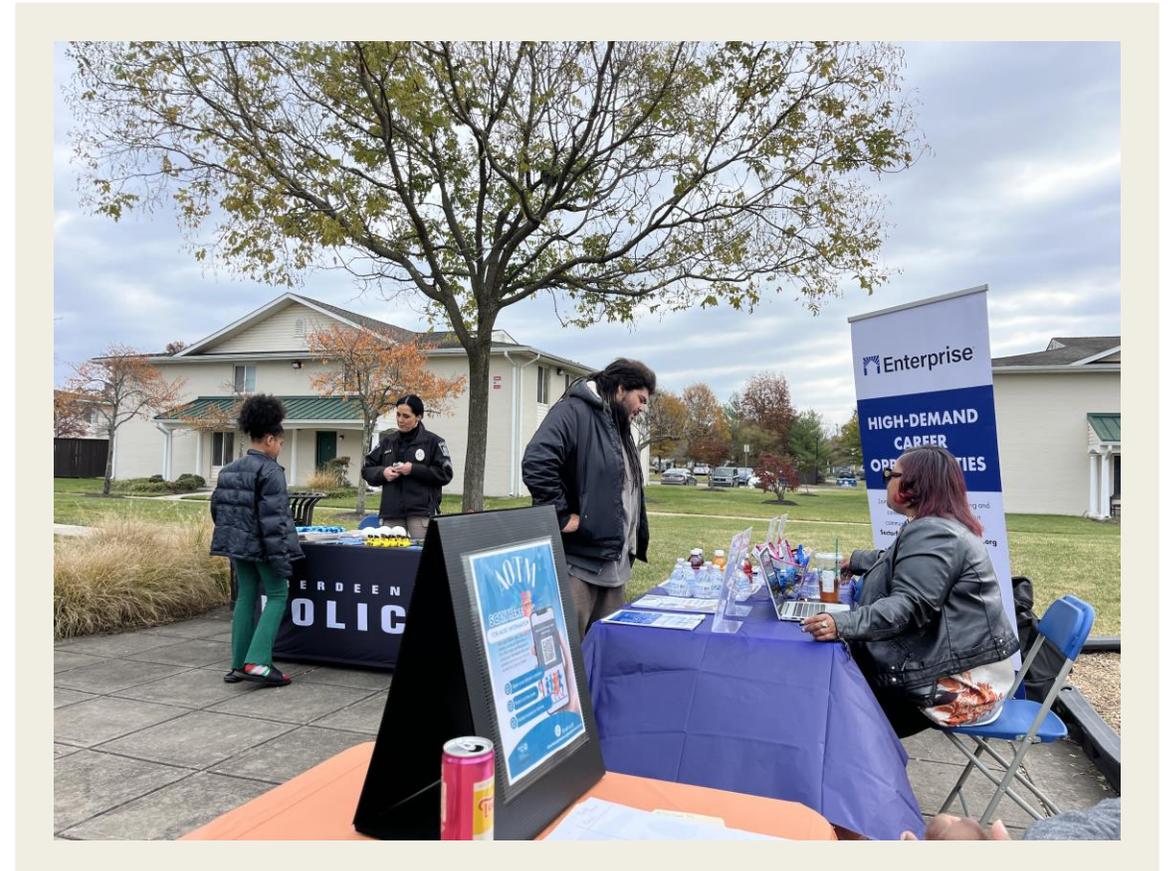
**Food  
Security**

**Aging Well**

# Building Safety Through Connection

## THE WORK AND ITS EARLY IMPACT

- 2013 Introduced **Network Night**: monthly gatherings for residents and staff to eat, share, and solve problems together.
- Practices: check-ins, small group dialogue, resident-led projects, consistent follow-up.
- Formed a stewardship team of staff and resident leaders.  
**Impact:**
- 300+ residents participated; 100+ built new peer connections.
- Culture shifted from *fear and isolation* → *trust, aspiration, and shared responsibility*.
- Sparked resident-led initiatives: Music in the Garden, Wellness Circles, Job Groups.



# Evolution of our Resident Services Model



A decade later, our model evolved – staff capacity changed, structures shifted



We lean on property management as key partners to sustain the work



The core questions remained: How do we continue to build trust and belonging?

# Trauma-Informed Community Meetings

## REINTRODUCING WITH TRAUMA-INFORMED PRINCIPLES

- Community meetings became formalized spaces not just for updates, but for *healing and belonging*.  
**Design shifts included:**
  - Emphasizing *physical, psychological, and emotional safety* for residents and staff.
  - Intentional *use of space* — seating, food, music, and tone matter.
  - Shared facilitation — everyone has a voice, we don't "talk at" residents.
- 2023: Launched trauma-informed care training for all staff.
  - Professional facilitation + recorded modules for onboarding.
  - Included staff self-care and secondary trauma awareness.

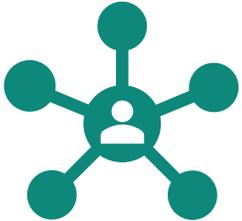


# Centering Resident Voice in ECD's Resident Services Strategic Plan

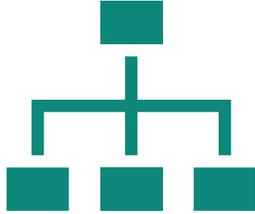
Resident Voice as Our Anchor



Our strategic direction now emphasizes being **resident-centered and driven.**



Residents co-design programming and shape community priorities.



Resident leadership development and shared ownership are now built into every plan.

# The Throughline: Connection and Collective Power

Social Cohesion and Collective Efficacy

2013 → 2023 → Today

The heart of our work has always been about building:

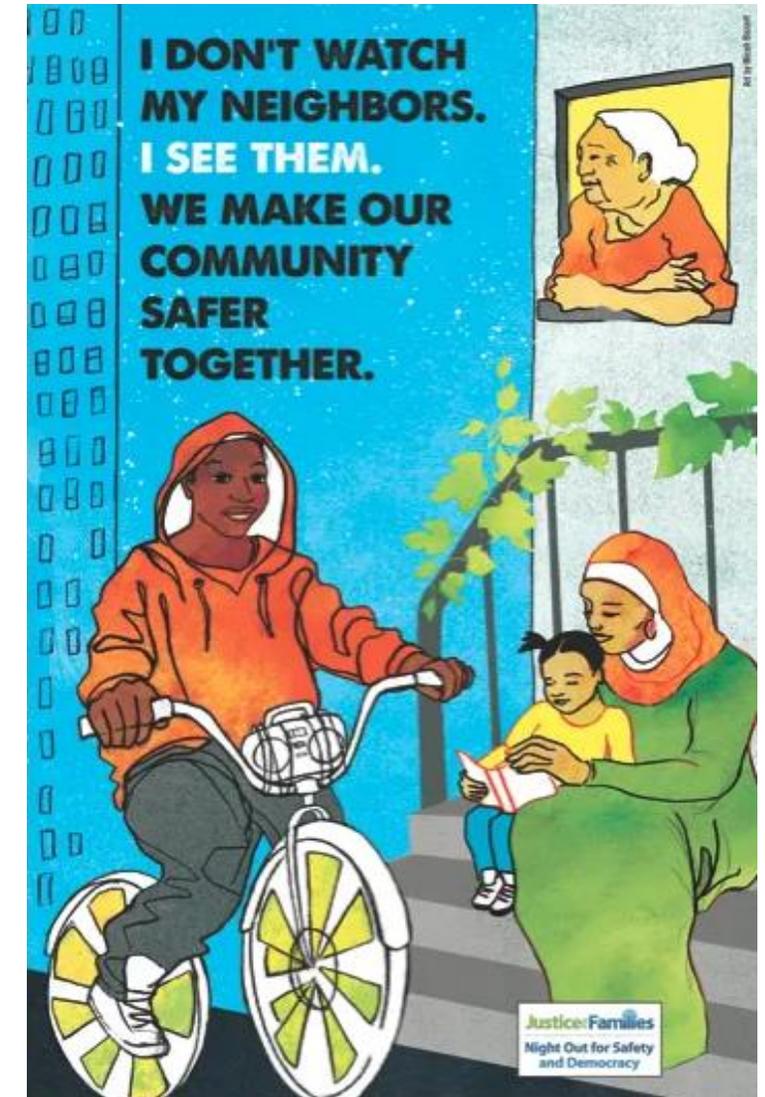
**Social Cohesion:** Trust, belonging, mutual care.

**Collective Efficacy:** Shared belief that “together, we can act.”

# NEIGHBORHOOD & CITY PARTNERSHIPS

# Second Generation Crime Prevention Through Environmental Design

- **Social Cohesion**
  - Residents' connection and problem-solving
  - e.g.: floor captains, neighborhood watch
- **Community Culture:**
  - Sense of shared place and common purpose
  - e.g.: Art and music festivals, placemaking activities
- **Connectivity:**
  - Physical connections (e.g. walkways)
  - Social ties (e.g. shared events)
  - Government relations (e.g. input on new city plans/programs)
- **Threshold Capacity**
  - A mix of amenities within a neighborhood (e.g. land use for socializing, shopping, recreation)
  - Limit land uses with of criminogenic conditions (e.g. High concentration of liquor stores)



*Justice For Families (J4F) Night Out for Safety, Democracy and Human Rights*

# Questions to get started

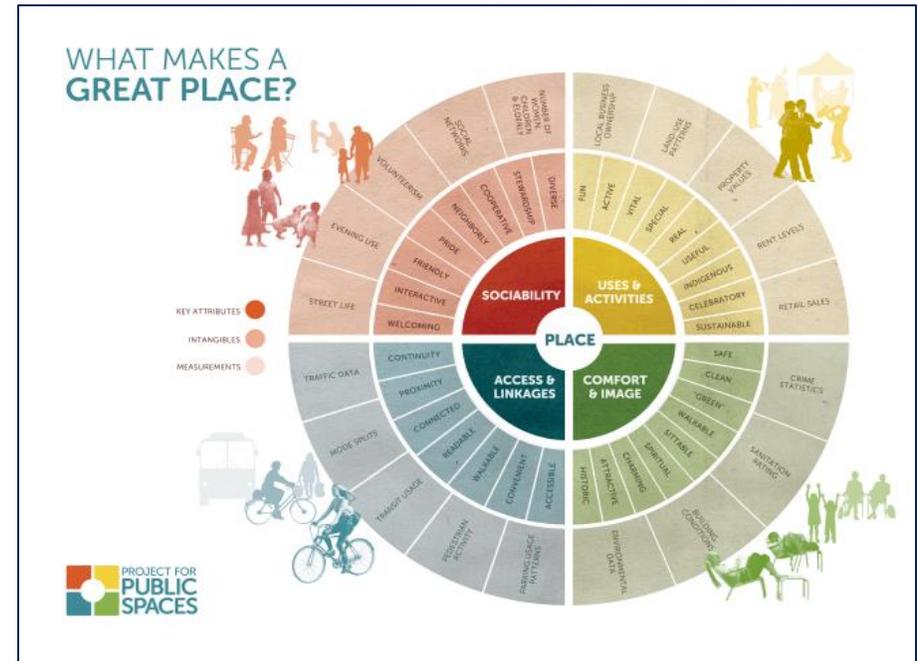
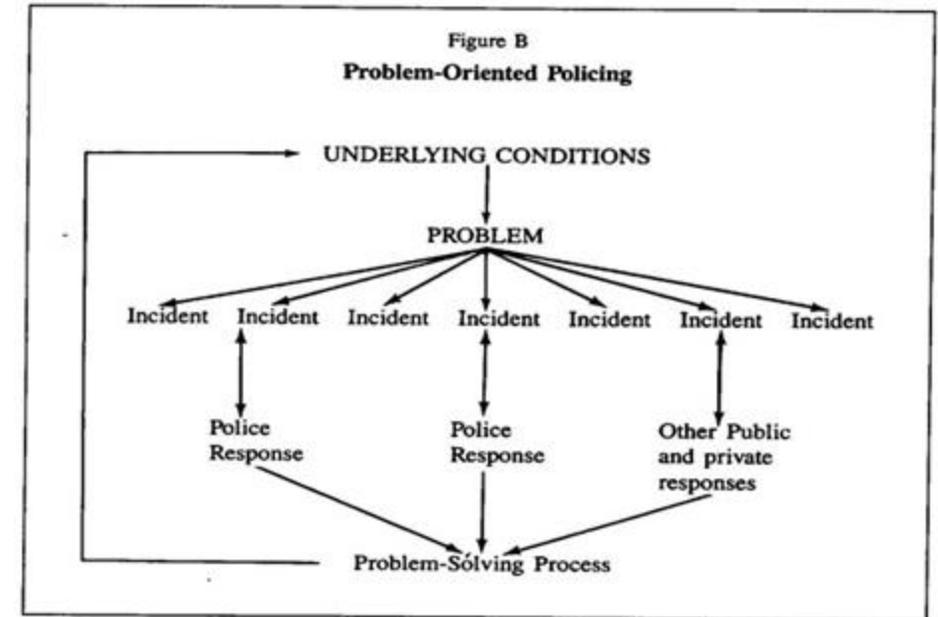
- 1. What are the underlying crime safety issues that enforcement alone cannot solve?*
- 2. Is the property in a priority geography for municipal investment/planning?*
- 3. What existing community assets can be mobilized?*
- 4. Does your municipality have any Community-Based Crime-Reduction Initiatives?*

# What are the underlying crime trends that enforcement alone cannot solve?

Identify the people, places and behaviors that contribute to safety concerns.

## Toolkit

- ❑ Municipal Crime Data and Calls for Service
- ❑ 311 service requests
- ❑ Property Incident Reporting
- ❑ Property and Neighborhood demographic data
- ❑ Interviews with site staff, local police, city agencies, community partners
- ❑ Resident Surveys, Focus Groups
- ❑ Safety Audits
- ❑ Placemaking assessments (PPS "How to Turn a Place Around")

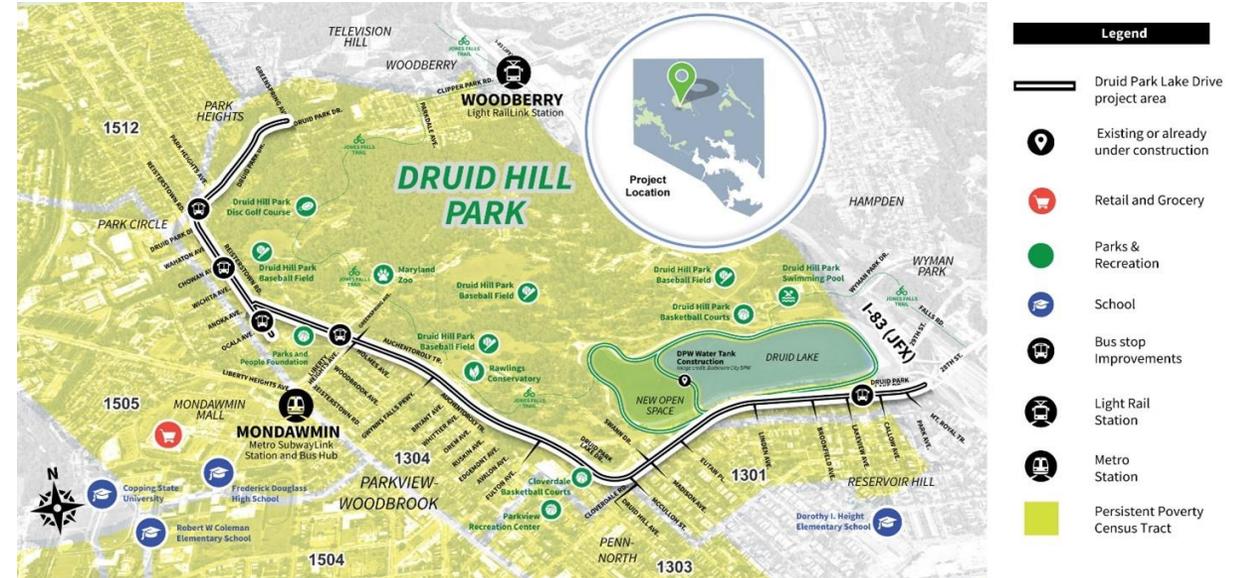


# Is the property in a priority geography for municipal investment/planning?

*Example: Metro Heights at Mondawmin (Baltimore)*

## Toolkit

- ❑ City Comprehensive and Local Neighborhood Plans
- ❑ Local Neighborhood Plans
- ❑ Council/Commission/Board Meeting Agendas
- ❑ City Requests for Proposals/Qualifications
- ❑ Housing, Planning, Health, Transportation Department Initiatives

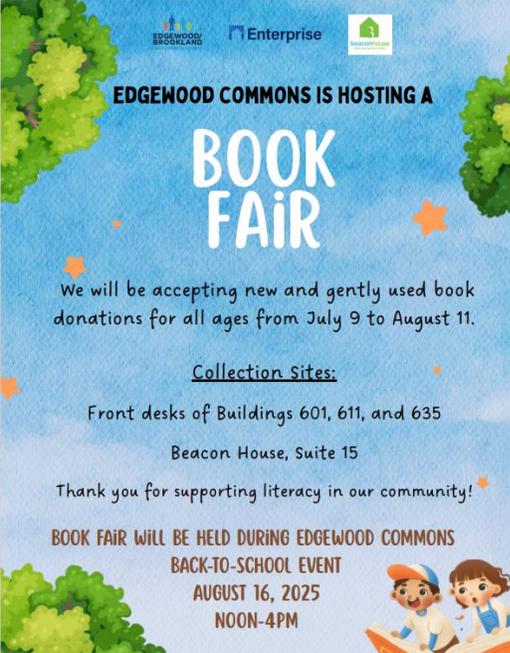


# What existing community assets can be mobilized?

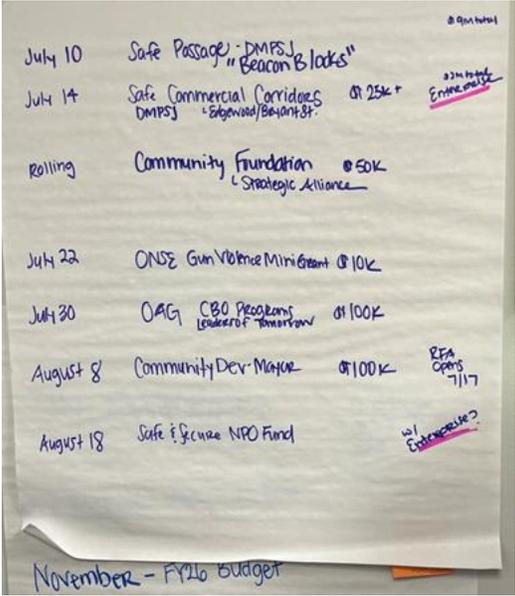
*Example: Edgewood Commons (Washington, DC)*

## Toolkit

- Asset Mapping
- Resident Councils
- Existing Resident Services Programming
- Neighborhood Associations/Commissions
- City Agency Community Engagement Staff
- Community-Based Organizations
- Faith Community
- Low-barrier programs and events – Small wins together!



Asset-Based Ideas to build COMMUNITY, CONNECTION and SAFETY	
Edgewood Summer 2025	
Votes	Idea
6	Alamo – Community movie night
5	Exercise in the Courtyard – Beacon House instructors; Zumba/Line Dancing; Yoga
3	Summer Book Drives
3	Fundraiser for Beacon House to Hire more summer counselors
2	Playground clean up and ice cream social
1	Women's Mental Health Support Groups
1	Youth-led/designed block party
1	Movie Night in Crawford Hall
1	Art Fair with local artists
	Biking and Walking Group
	Trader Joes Local Hiring
	Resident-led activities to bridge the gap between buildings (and enterprise management)
	Free meals from local restaurants/grocery stores
	Free Clothes/donation event
	Community Studio Time with Same Payne



# Does your municipality have any Community-Based Crime-Reduction Initiatives?

## *Example: Highland Commons(Aberdeen, MD)*

### Toolkit

- Police Department Community Policing/Engagement Strategies
- Offices of Neighborhood Safety, Engagement
- Co-responder/Diversion Programs
- Community Mediation
- Community Violence Intervention
- Street Outreach/Harm Reduction Initiatives



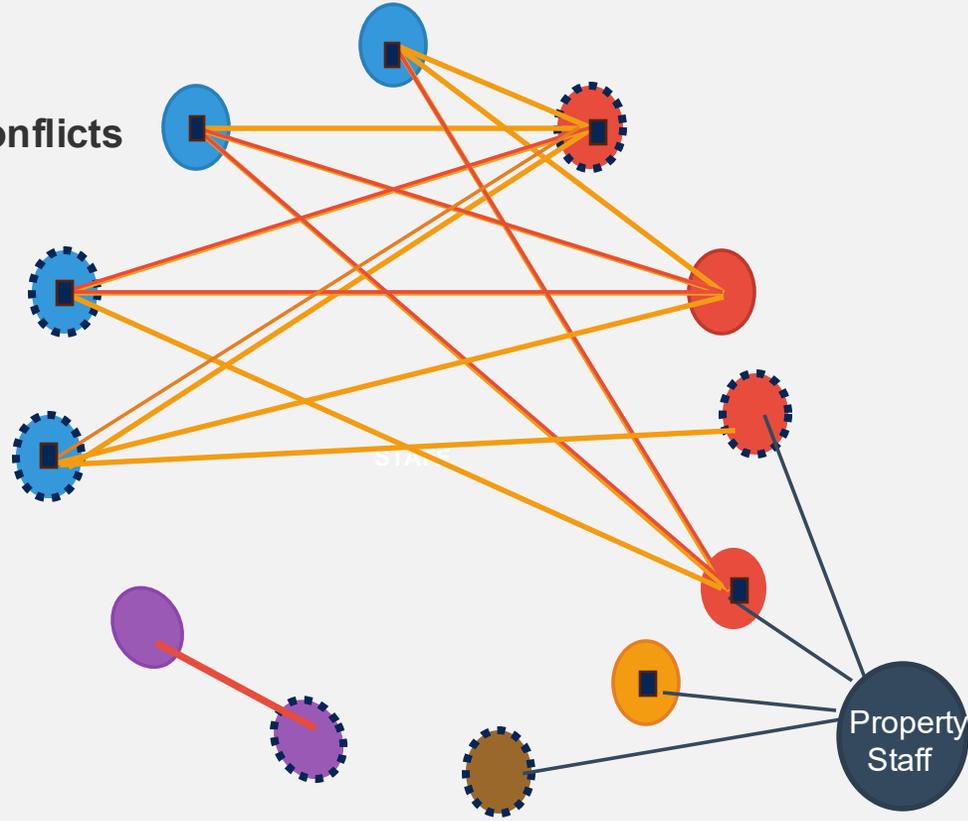
[Offering hope instead of handcuffs](#)

# Putting it all together

Example: Highland Commons(Aberdeen, MD)

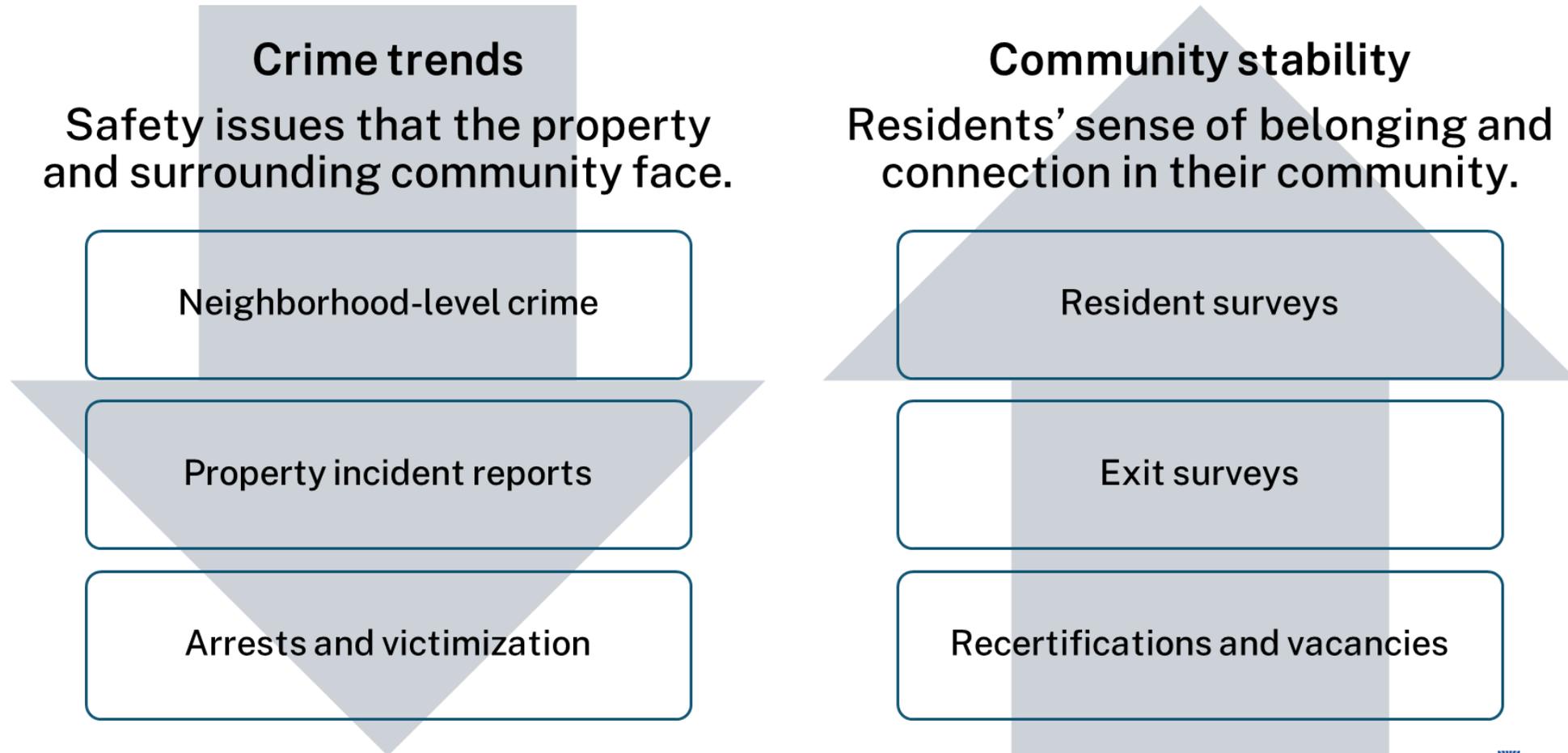
## Highland Commons Tenant Conflicts

- Physical Altercation
- Children/School Conflict
- Threats to Staff
- ECD Legal Action/Eviction
- ⊘ Police Involvement



# Measuring Impact

*Evaluation of ECD's 2026 Community Safety pilots will measure crime trends AND community stability*

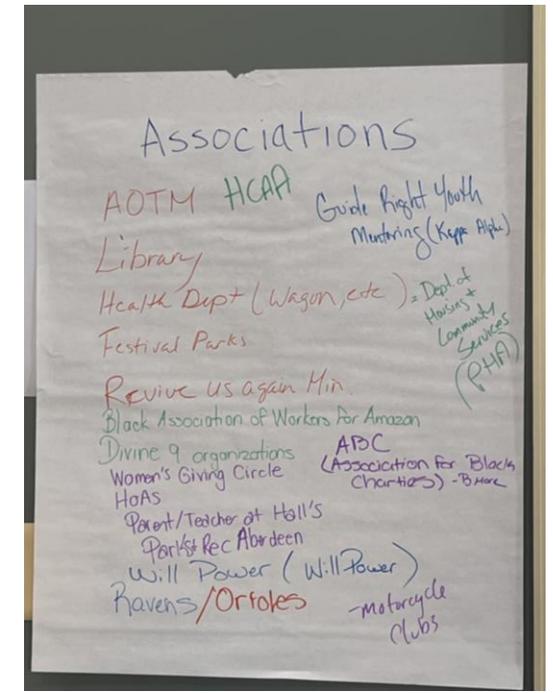
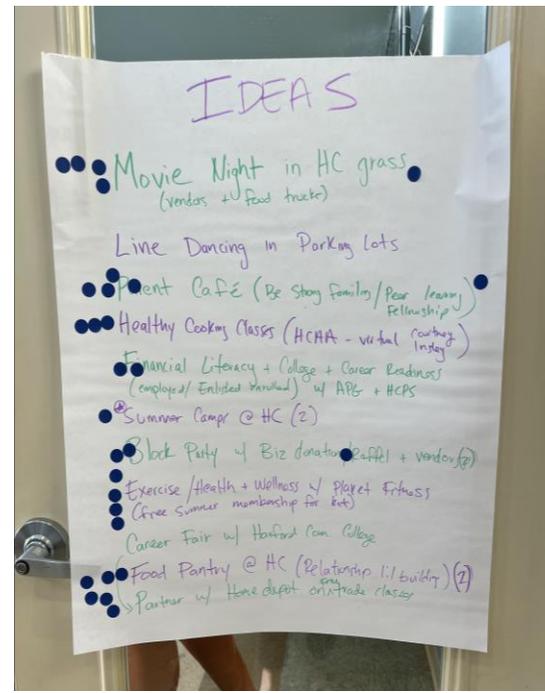


## Why Community Safety is hard to implement

- Available Staff time
- Internal coordination and transitions
- Immediate Funding Needs
- Changing municipal leadership and priorities

## Why it's worth doing

- Mission-Alignment
- Long-term Cost Savings
- Diversifies Grant Eligibility
- Cross-Sector Advocacy Opportunities



# Q&A

# LET US KNOW HOW WE DID!



**When groups come together and use their knowledge, resources and experience to invest in a community, incredible things can happen.**

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