2009 POP CONFERENCE Anaheim, California November 2, 2009

Community Development as a POP Response:

When Is It the Best – or a Really GOOD – Option?

Featuring success stories from a forthcoming COPS-sponsored book...

BUILDING OUR WAY OUT OF CRIME

The Transformative Power of Police-Community Developer Partnerships

Panelists

Bill Geller

Director, Geller & Associates Consulting, Glenview, IL & Consultant to LISC co-author, Building Our Way Out of Crime

Lisa Belsky

CEO, Belsky & Sons, Community Develop-Development Expert & LISC Consultant co-author, Building Our Way Out of Crime

Hugh Clements

Major & former Commander of District 5
Providence (RI) Police Dept.

Julia Ryan

Program Director, the Community Safety Initiative of the Local Initiatives Support Corporation, NYC

The kind of problems this strategy addresses...

There are persistent crime hotspots that Police cannot *sustainably* "arrest away," no matter how hard they try.

The Strategic Idea...

There are persistent crime hotspots or hot areas that Police cannot sustainably "arrest away," no matter how hard they try.

But some of these hotspots *can be physically changed* ("built away") — through strategic *interaction* between public safety workers and community developers.

This strategy is effective? Says Who? Among mayors, cops, and others...

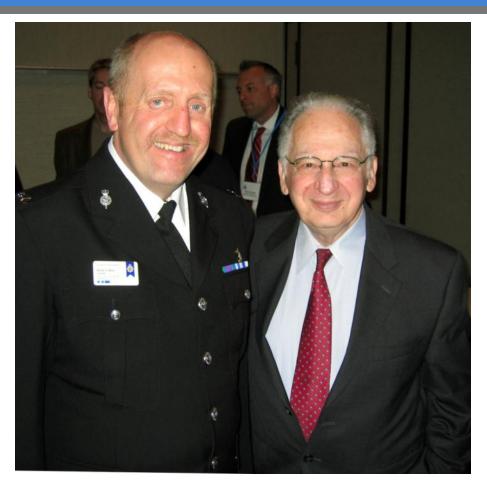
2 of the nation's top leaders of effective, innovative community development & policing:



Boston Foundation President Paul Grogan

Los Angeles Police Dept. Chief (ret.) Bill Bratton

Who says this strategy is an example of POP?



2008 Goldstein Award winner Constable Keith Collins

The man apparently named after the Goldstein POP awards

Evidence from 3 cities where this was the right option, producing public safety + development "interaction effects"...



* Charlotte-Mecklenburg, North Carolina

Druid Hills neighborhood

Charlotte-Mecklenburg Police Dept. &

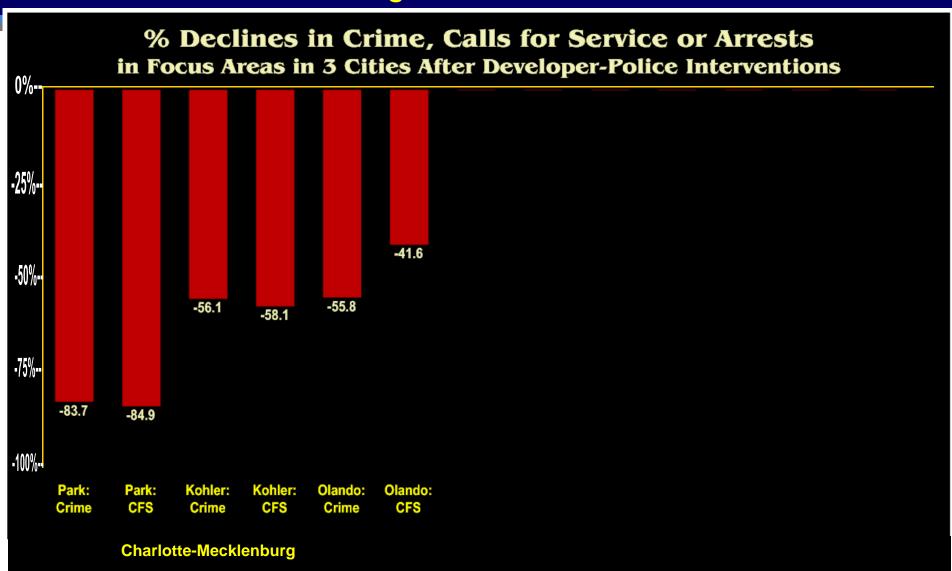
Minneapolis, Minnesota

Phillips neighborhood

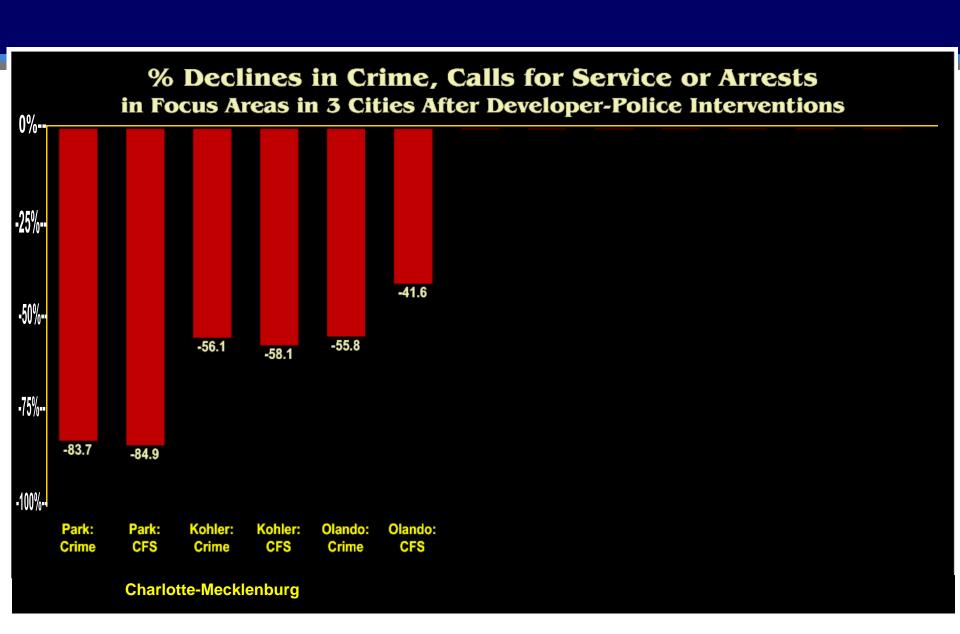
Minneapolis Police Dept. & Great Neighborhoods! Development Corp.



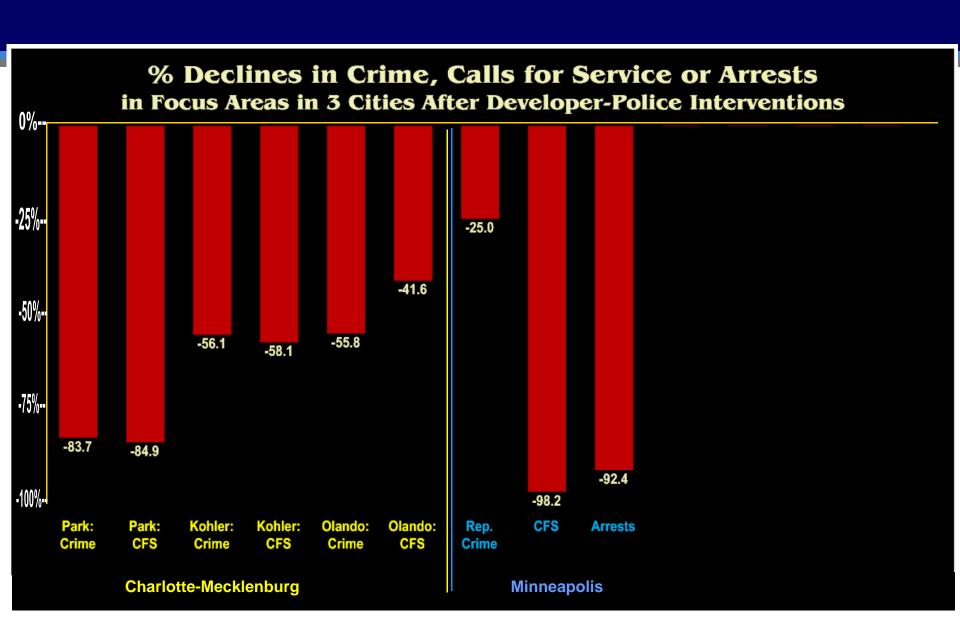
The public safety results from our 3 main case studies: Charlotte-Mecklenburg...



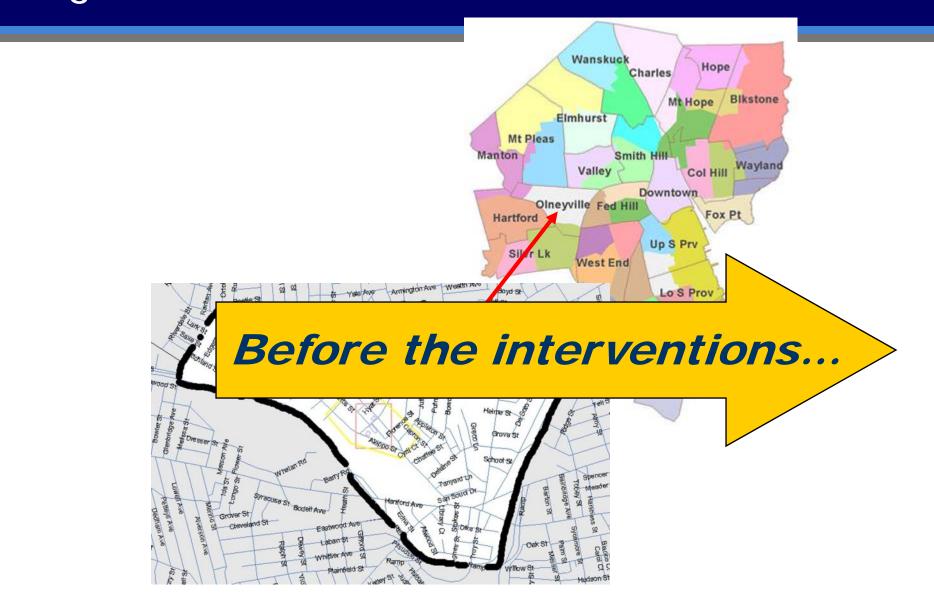
... and Minneapolis...



.. and Providence

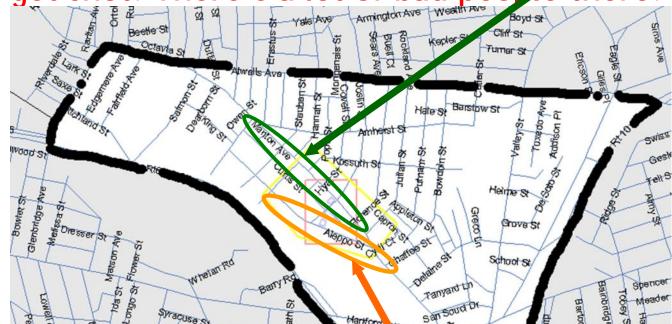


A Closer Look: The Olneyville neighborhood in Providence, Rhode Island



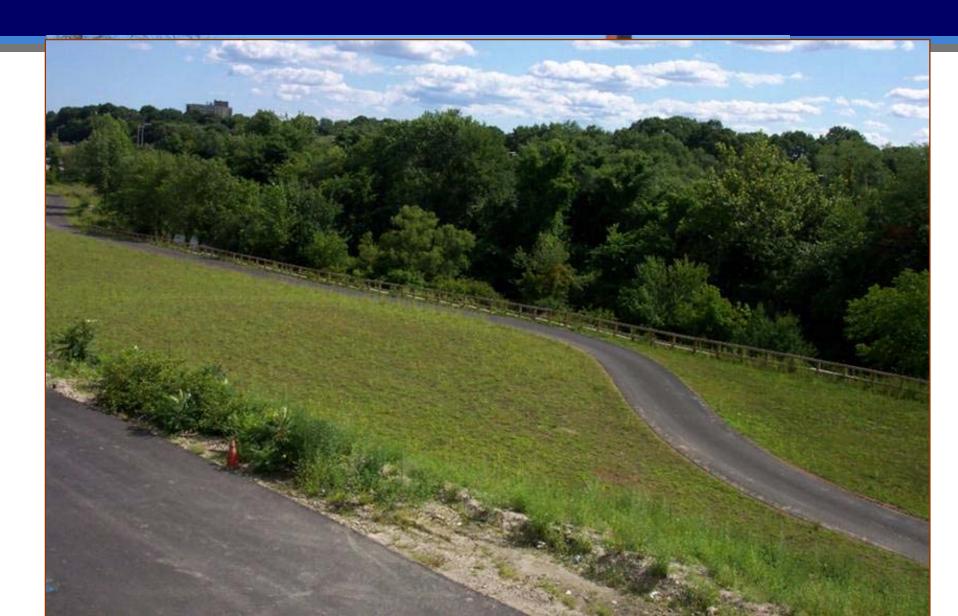
A decade ago, in this half-mile square neighborhood...

 Parents told their children never to walk on Manton Avenue or south of it-- "You can get kidnapped. You can get shot. There's a lot of bad people there."

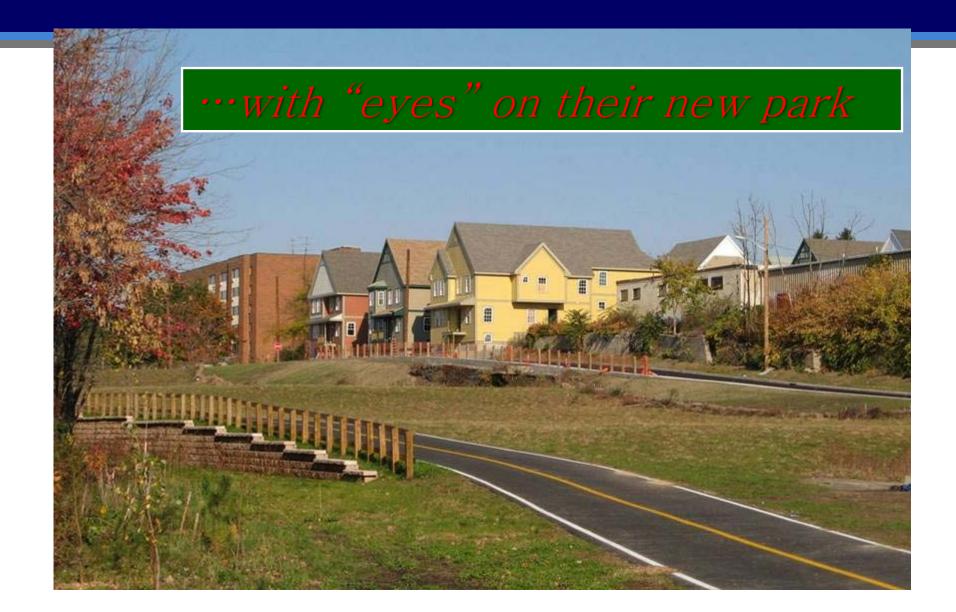


 The only reason to go to Aleppo Street was for drugs or prostitution.

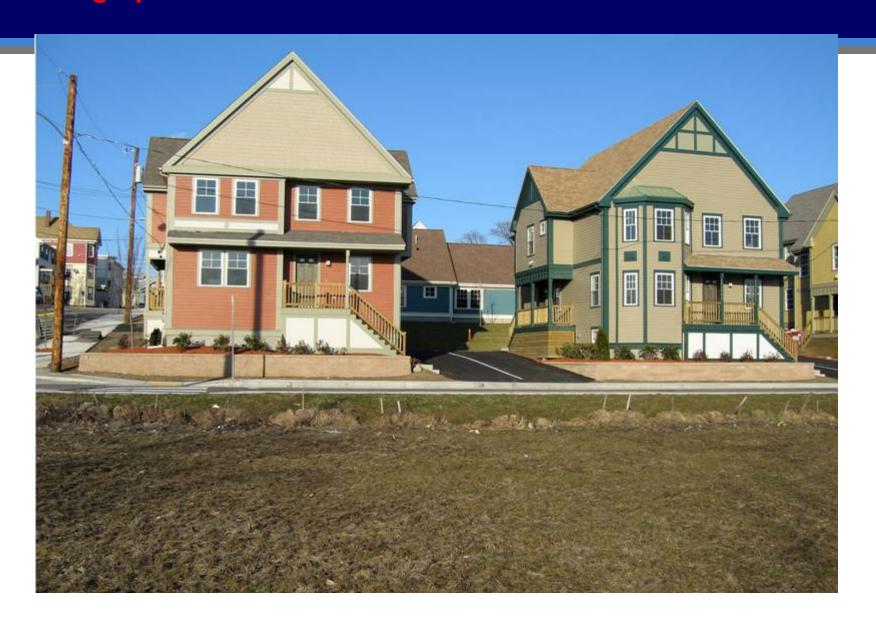
Development Impacts: From brownfield....Space....



...and a sprouting community



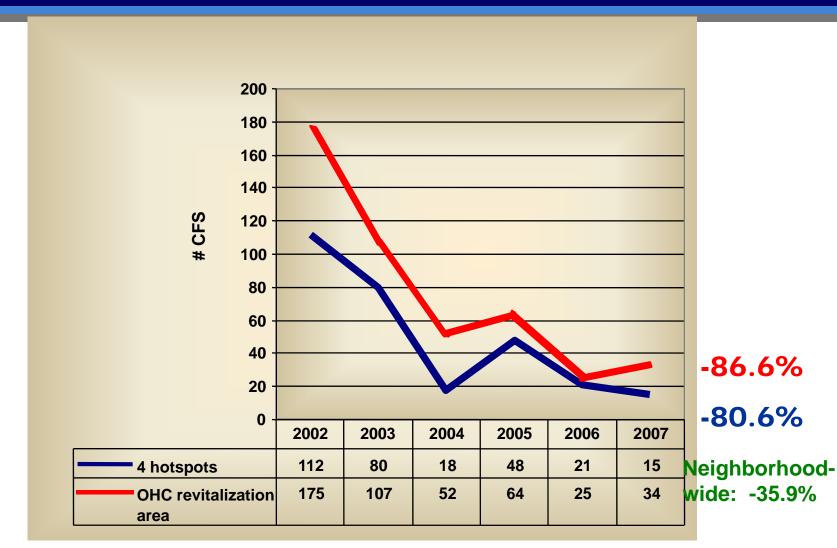
Attractive, affordable homes replaced dens of drug dealing, prostitution and violence...



Healthy comandrareal workers enjoyne area frecreational lunch break in the park



Calls for Service, Olneyville Areas



The Providence Police Department & Olneyville Housing Corporation receive the 1st Place 2007 MetLife Foundation national "Community-Police Partnership Award"



After the ceremony, Herman Goldstein told a reporter:

"What has occurred in Olneyville, in many respects, is a 'perfect example' of problem-oriented policing.... Rather than repetitively respond to crimes at the dens of prostitution and drug-peddling and prosecute their habitués in the criminal justice system, according to problem-oriented policing, it is much preferable to eliminate those dens."

Providence Mayor David N. Cicilline:

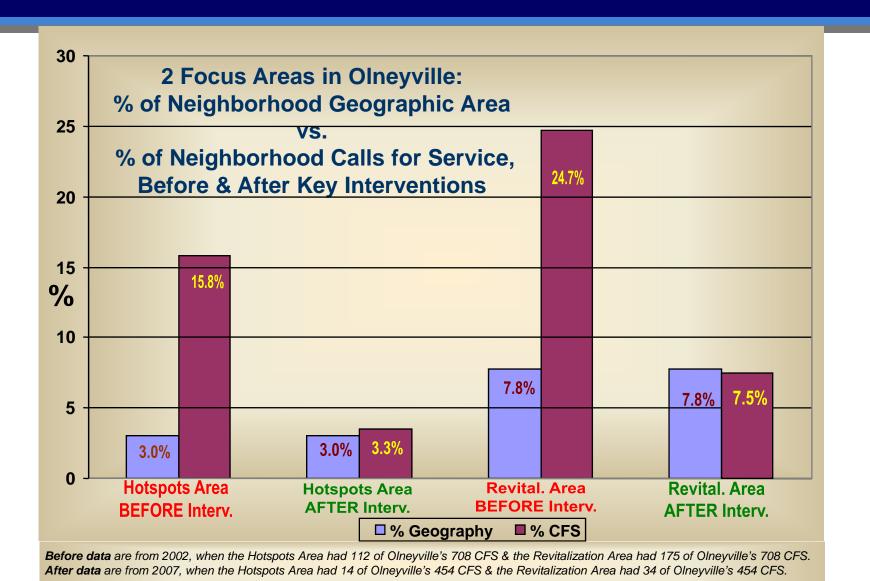
"This strategy is a key part of a mayor's change agenda."

"We are in a time when change is needed in how the nation and cities solve problems."

"We need new approaches that make more efficient and effective use of scarce resources, that bring people and institutions together as partners so we can get more done with less."

We need a new investment strategy for crime control.

Service Demands on Providence Police in Olneyville's Focus Areas Dropped



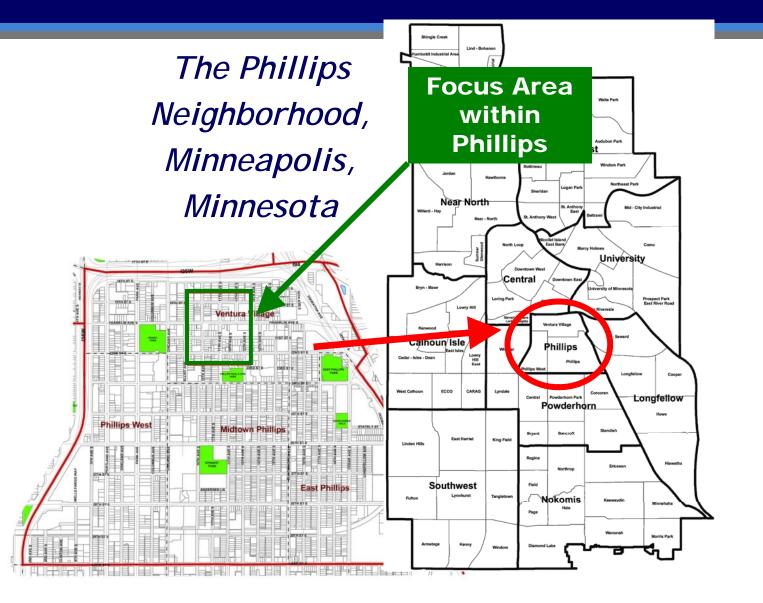
Another quick example...

Minneapolis, Minnesota

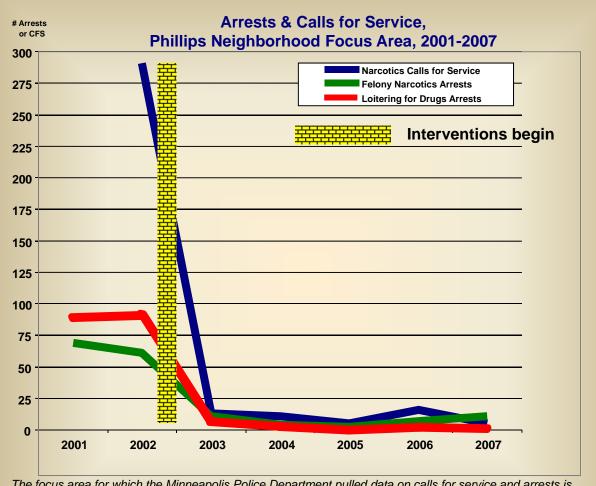
The largest, poorest, and most diverse neighborhood in the entire State of Minnesota:

THE PHILLIPS NEIGHBORHOOD

Minneapolis, Minnesota: The Phillips Neighborhood



In the Phillips Neighborhood of Minneapolis, a drug market is eliminated by a commercial corridor turnaround and replaced with durable assets



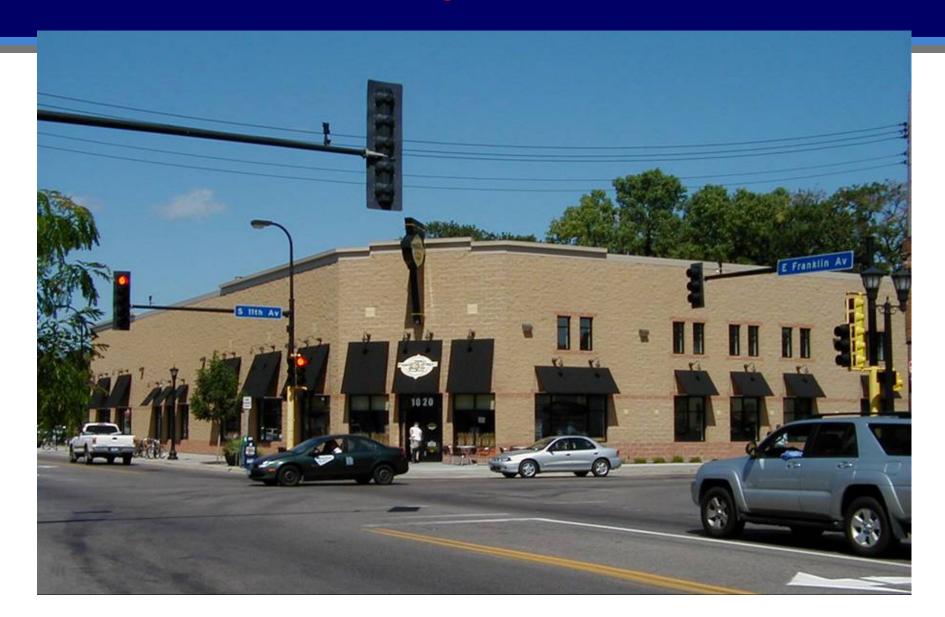
The focus area for which the Minneapolis Police Department pulled data on calls for service and arrests is approximately 15 square-blocks, centered on the intersection of East Franklin Avenue and 11th Avenue South. Calls for service data begin in 2002. Due to a database change, 2007 data are for 3/27/07-12/31/07. "Loitering for Drugs Arrests" are arrests made to attack open-air drug markets.

Development Impacts in Phillips:

A Convenience Store/Gas Station at the center of the Focus Area...



...was replaced by Franklin Street Bakery...



which brought the area...



popular baked goods — and SAFETY resulting from customers, employees and other stakeholders who brought positive activity and kept "eyes" on the street

& plaza.

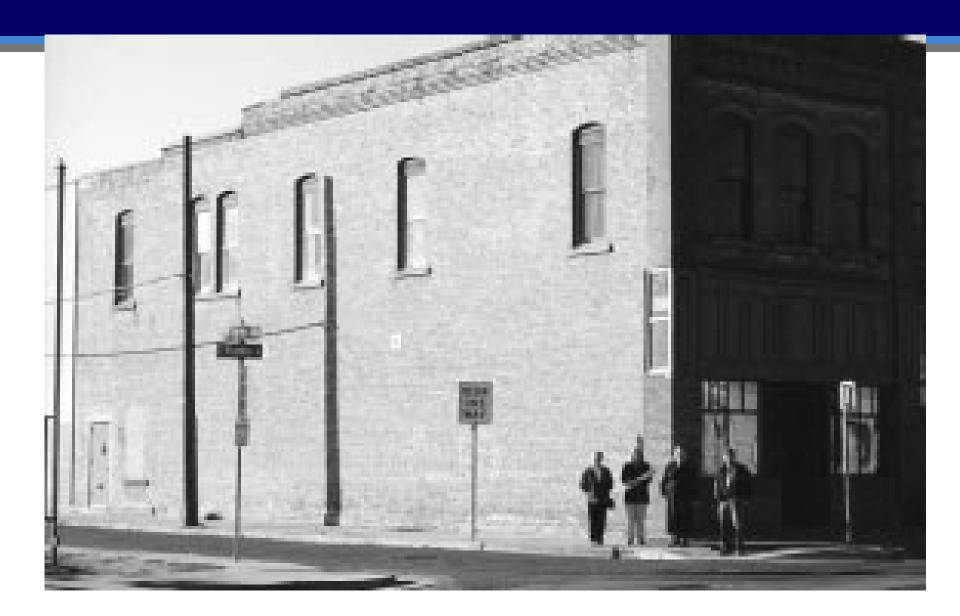
The Bakery added dozens of new jobs for local residents in the commercial & retail operations.





Everyday, the bakery runs 'round the clock and produces 20,000 loaves of bread (in 120 varieties) and 30,000 buns and rolls. Shoppers come from all around the Twin Cities for its award-winning cakes & pastries.

A flagrant open-air drug market at the intersection of Franklin & 12th...



...was built away as the buildings and blocks along Franklin were transformed into the revitalized Ancient Traders Market.



...and 12th Street was converted into a popular pedestrian plaza - often used for festivals celebrating the Neighborhood's many cultures.



The foundations of this turnaround:

1. The CDC bought & changed the problem properties



- √ transformed 7 blocks along Franklin
- √ invested over \$13 million
- √ brought the neighborhood 46 successful businesses
- ✓ employing 518 people, many of them local residents

2. police established a real presence and accessibility

(through co-designing a useful police substation, The Franklin Avenue Safety Center — built at CDC expense).



Is this still too much of a "black box" for you? What is this potential partner we call a "CDC"?

- Community-based non-profits with a mission to revitalize a specific geographic area
- Governed by residents of the neighborhood
- DEVELOP affordable housing, commercial real estate, community facilities
- MOBILIZE RESIDENTS around important causes, often through paid organizers
- SERVICES may range from homeownership counseling to youth programs to employment training programs
- May have POLITICAL CONNECTIONS, particularly those that can simultaneously represent grassroots neighborhood interests along with significant \$\$ in private development
- LEVERAGE PRIVATE AND GOV'T RESOURCES

1 more quick example of this kind of developer working with police to solve persistent neighborhood problems — *Southeast Seattle*



Southeast Seattle - Noji Gardens project



Homesight CDC & Seattle Police, elected officials & others join the community in celebrating a breakthrough



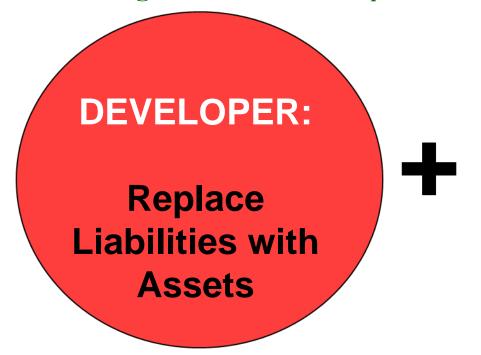
The turnaround is music to everyone's ears!



To summarize what's under the hood— How the *BUILDING OUR WAY OUT OF CRIME* strategy works...

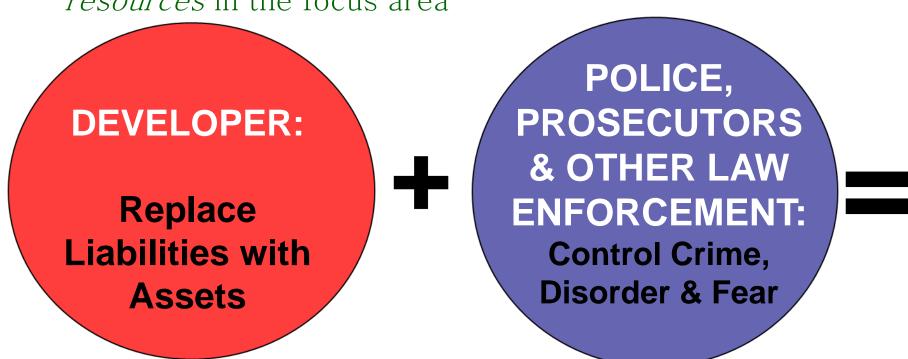
➤ A developer who has:

- bricks-and-mortar development capacity
- the interest & expertise to revitalize key blighted, crime-generating locations
- willingness to work cooperatively with the police



The Strategic Elements...

- City Leaders & Law Enforcement willing and able to:
 - plan & coordinate with developers
 - make short-term, well-timed investments of their reputation, crime prevention expertise, and enforcement resources in the focus area



The Strategic Elements...



When safety + development reach "critical mass" there are "interaction effects"...

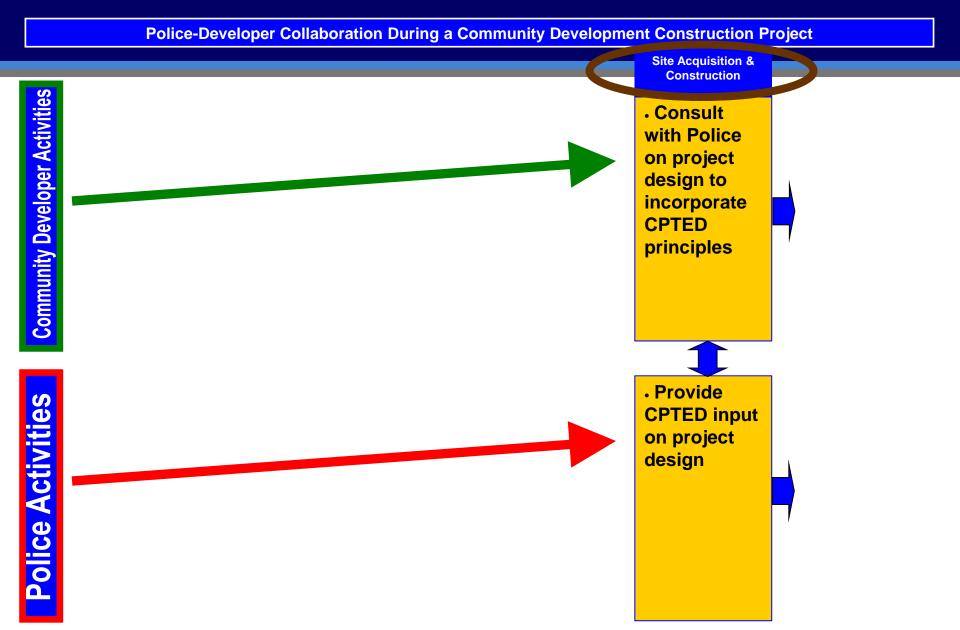


- ✓ Reducing crime spurs investment & development.
- ✓ Development converts crime hot spots to community assets.
- ✓ Crime control & development become easier.

The Police-Community Developer Engagement Model: A Concrete Process

With proper support from the City and others. Police & Community Developers can work together powerfully at all stages of a "building-away crime" Physical Development Project

But in many cities police merely give CPTED advice at the Site Acquisition & Construction Stage…



...but in the most productive police-developer collaborations...

... the police were engaged *much* earlier than the final stages of the development process.

For example, with City government support they helped Developers strategize & make sound decisions about…

Choosing a development strategy: What are the neighborhood's needs – and opportunities – for crime control and revitalization?

Police-Developer Collaboration During a Community Development Construction Project

Choosing a Development Strategy

- Talk with Police about neighbor-hood needs
- Identify safety concerns for the project
- Identify strategic sequence of possible
- development sites

 Develop
- infrastructure to support public-private collaborations for successful, sustainable development & safety



- Provide CDCs with safety priorities for the neighborhood
- Identify strategic sequence of crime control interventions linked to locations & problems
- Develop infrastructure to support public-private collaborations for successful, sustainable development & safety

olice Activities

Community Developer Activities

Identifying possible projects: What should be built – where – to help strengthen the community and What reduce crime?

Police-Developer Collaboration During a Community Development Construction Project

Choosing a **Identifying Development** Possible Strategy **Projects Community Developer Activities** Talk with Police Solicit project about neighbor-hood suggestions needs from police Identify safety Inform Police concerns for the of CDC's project Identify strategic suggested sequence of projects possible Discuss development sites opportunities & Develop risks of each infrastructure to suggested support public-private collaborations project for successful, sustainable development & safety • Provide CDCs with Identify safety priorities for olice Activities specific projects the neighborhood keyed to Identify strategic neighborhood sequence of crime needs & control interventions opportunities linked to locations & Identify police problems Develop (& other CJS) infrastructure to resource support publicrequirements to private support different collaborations for project options successful, sustainable development & safety

Are the residents, investors, developers and police ready, willing and able to play their part in project success?

Police-Developer Collaboration During a Community Development Construction Project

Choosing a **Assessing Project** Identifying **Development Feasibility** Possible Strategy **Projects Community Developer Activities** Talk with Police Coordinate with Solicit project about neighbor-hood police on soliciting suggestions needs needs & wishes of the from police Identify safety community Inform Police concerns for the • Determine CDC's of CDC's project Identify strategic capacity & willingness suggested sequence of projects to commit resources possible needed for this Discuss development sites project to have opportunities & Develop positive effect on risks of each infrastructure to community suggested support public-pridevelopment & public vate collaborations project safety for successful, sustainable development & safety • Provide CDCs with Identify • Provide design input to safety priorities for olice Activities help developer scope specific projects the neighborhood the project keved to Identify strategic Identify neighbor-hood neighborhood sequence of crime & local gov't champions needs & control interventions for the turnaround goals opportunities linked to locations & • If CDC commits to Identify police problems redevelop the problem Develop (& other CJS) site, are police willing & infrastructure to resource able to invest their support publicresources to help requirements to private support different ensure the turnaround's collaborations for success? project options successful, Do targeted sustainable enforcement for crime development & reduction safety

Police-Developer Collaboration During a Community Development Construction Project

of

Community Developer Activities

Choosing a Development Strategy

- Talk with Police about neighbor-hood needs
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- development sitesDevelop infrastructure to
- support public-private collaborations for successful, sustainable development & safety

Identifying Possible Projects

- Solicit project suggestions from police
- Inform Police of CDC's suggested projects
- Discuss opportunities & risks of each suggested project

Assessing Project Feasibility

- Coordinate with police on soliciting needs & wishes of the community
- Determine CDC's capacity & willingness to commit resources needed for this project to have positive effect on community development & public safety

Financing & Business Planning

 Leverage partnership with police when applying for financing



- Provide CDCs with safety priorities for the neighborhood
- Identify strategic sequence of crime control interventions linked to locations & problems
- Develop infrastructure to support public-private collaborations for successful, sustainable development & safety
- Identify specific projects keyed to
 - neighborhood needs & opportunities
 - Identify police (& other CJS) resource requirements to support different project options



- Provide design input to help developer scope the project
- •Identify neighbor-hood & local gov't champions for the turnaround goals
- If CDC commits to redevelop the problem site, are police willing & able to invest their resources to help ensure the turnaround's success?
- Do targeted enforcement for crime reduction



- Endorse CDC's financing proposals & provide other support as needed to launch a project likely to curtail crime
- Continue targeted crime reduction at locations key to project success

And at the Site Acquisition & Construction Stage... Police may help on matters in addition to CPTED...

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Financing & **Business Planning**

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Site Acquisition & Construction

- Consult with Police on project design to incorporate CPTED principles
- Begin lessons learned exercise with police on this project & implications for collaboration on other projects
- Capitalize on ground breaking to create cmty developer institutional support (LISC, banks, et al.) for partnerships with police



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- Provide CPTED input on project design
- Advise on preventing construction site theft & vandalism & help protect site through patrol attention
- Capitalize on groundbreaking to expand support within PD for collaboration
- Begin lessons learned exercise
- Continue targeted crime reduction

Activities

Community Developer Activities

Finally, during Project Completion & Maintenance... Police help identify Lessons Learned & help plan next steps to sustain gains and set new goals.

Police-Developer Collaboration During a Community Development Construction Project

Choosing a Development Strategy

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- Identify safety concerns for the project

Activities

Developer

Community

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Project Completion & Maintenance

- Solicit Police input on policies & procedures for selecting tenants & seek help with tenant background checks
- Establish procedures for on-going police support of property managers' tenant control decisions
- Lessons learned exercise with police
- Confer with police to select future projects that build on lessons & accomplishments



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- Consult with CDC on property management policies, selecting management firm, tenant selection policies & procedures
- Establish procedures for on-going CDC support in managing property for crime control
- Lessons learned exercise with CDC
- Help CDC select next projects that build on lessons & accomplishments

The Bottom Line - We asked the police & development leaders in our 3 cases:

As you think about all the time, tenacity, and resources you devoted to working with each other to address blight and crime in your community, was the return on investment worth it?

Their answers were unequivocal:

YES

Why is policing easier if developers help? What do CDC assets mean for police?

- Brick and mortar development
- Property management
- Job creation and job training/placement
- Social services or partnerships with service providers
- Youth programs
- Advocacy and political action
- Community and merchant organizing
- Attracting private investment

If this is so good, why can't all the cats do it?

Partnerships among orgs with unequal power

The gospel according to Woody Allen:

"The Lion & the Lamb shall lie down together, but the lamb won't get much sleep."



Besides wariness of your new, strange partner...

- Displacement?
- Lack of control by police ("Best Supporting Actor" award)?
- > Slow solution?
- ➤ Cost?
- Limited availability across cities & among neighborhoods within any given city?
- Beyond police competence?
- Political or ethical risks?

But TRUST may be the big one— How much trust can we have in our partner?

...even if that partner is your spouse?

They don't make wives like they did in 1952!



For more info...

The website of DOJ's COPS Office will post the full text of *BUILDNG OUR WAY OUT OF CRIME early in 2010 - www.cops.usdoj.gov*

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