



Lawrenceville Public Safety Program

PITTSBURGH, PENNSYLVANIA

LEAD PARTNERS

Lawrenceville United
Pittsburgh Police Department



Community residents and business owners come together to shape public safety strategies at the Lawrenceville United General Membership meeting.

PROGRAM OVERVIEW

Located in Pittsburgh, Pennsylvania, Lawrenceville United (LU) is a resident-driven, not-for-profit organization with over 460 active members. The organization partners with elected officials, law enforcement officers and fellow community-service agencies to improve the quality of life in the Lawrenceville neighborhood. Since its establishment in 2001, LU has been committed to being a voice for residents' concerns while actively developing new leadership and resources for the community. To meet these goals, LU arranges regular community meetings, hosts holiday celebrations and seeks grants to fund local cleanup and development projects. Additionally, LU serves as liaison between residents and the many individual leaders, non-profits, and City departments poised to address community needs.

LU's Public Safety Program is an initiative which targeted the Upper Lawrenceville section of Pittsburgh's Lawrenceville neighborhood. The safety program was launched as a direct response to an increase in prostitution and drug-related crimes, poverty, and substandard housing conditions in the target area. The program focused on spearheading a series of efforts that would help eliminate crime and blight, empower residents to affect positive neighborhood change and spur a renewed public and private reinvestment in the Upper Lawrenceville community. Projects included beautification efforts that deter criminal activity and improved safety for and within housing and business developments.

NEIGHBORHOOD BACKGROUND

Lawrenceville is one of the largest neighborhoods in the city of Pittsburgh, with approximately 11,000 residents. Of this

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- Tony Ceoffe, Director, Lawrenceville United

population, roughly 85 percent are white, 10 percent are black and one in four is elderly. The neighborhood’s median household income is approximately \$25,000, with one fourth of residents now living below the poverty line. Whereas in 1979, only 12 percent of Upper Lawrenceville residents were poor, that figure jumped up to 23 percent by 1999. Between 1970 and the year 2000, the Upper Lawrenceville section lost nearly half its population, falling from 4,500 residents to just 2,700. There were a number of factors that led to this dramatic decrease in population size. Many of the mills shut down and jobs therefore disappeared. The business corridor was increasingly populated with used car lots and bars. Further encouraging resident flight was the housing boom in nearby suburban neighborhoods that allowed middle-income residents the opportunity to escape urban life yet remain close to the city. Lastly, with senior housing a relatively recent invention, many elderly residents also began to leave the neighborhood, relocating to retirement communities and nursing homes.

Of the roughly 6,000 housing units in Lawrenceville, 44 percent are owner-occupied, 40 percent are rentals and 15 percent stand vacant and dilapidated. Two new markets that have been disruptive to community stability emerged in recent years, in part the result of increased crime and poverty: (1) middle- and upper-income buyers are rehabbing affordable and historic

fixer-uppers for temporary rentals; and (2) slum landlords are converting inexpensive properties into substandard rental housing. These investors have capitalized on a number of recent public housing demolitions in Pittsburgh and often do not screen their tenants effectively. Deferred maintenance is not corrected, the properties become increasingly blighted. While the homeownership rate remains higher than in the City as a whole, nearly half of all Upper Lawrenceville homeowners are 70 or older and their relocation or death has begun to further destabilize the community. Long-time homeowners, eager to flee the deteriorating neighborhood, have been selling their homes at dramatically depreciated prices. The number of residential sales increased from less than 20 in 1986 to a record high of 81 in 2003. In that same time period, median sales prices dropped by more than \$20,000. As a result, Upper Lawrenceville has become a magnet for inferior-quality rental housing for low-income tenants. Of particular concern are the absentee landlords who have purchased four out of every five residential properties sold in recent years.

During the 1980s, crime rates in Upper Lawrenceville were generally lower than those in the City of Pittsburgh. However, crime increased sharply in the neighborhood during the late 1990s and early 2000’s. This increase in crime for the Upper Lawrenceville community came while citywide rates remained flat or were experiencing a slight decline. In 1998, the area’s drug and prostitution arrests totaled 45. By 2001, as the community struggled with the decline of healthy homeownership, that total jumped to 185. Not only did this growing crime rate weaken public safety and quality of life but it served to further frighten away any positive home ownership and business investment in the area.

PROGRAM STRATEGY & ACTIVITY

Securing Weed & Seed Funding

At the inception of its Public Safety Program, LU successfully lobbied the City of Pittsburgh to join its effort to become the city’s third Weed & Seed site. Federal guidelines allow for only three sites in a major metropolitan area, and Pittsburgh had already established two. Unfortunately, LU’s application was

rejected on a technicality; they had omitted the required comparative crime statistics and neighborhood maps. Undaunted, LU reached out to the Department of Justice who provided them resources to attend a capacity building seminar in Los Angeles. This seminar and the work that followed ultimately led to LU being accepted and receiving federal designation as a Weed & Seed site.

In the interim, LU refused to sit idly by and do nothing. Rather, they enlisted the help of a local councilman, and shared their strategy to mimic the “weeding” side of the federal Weed & Seed program. After checking with local law enforcement, LU found all that was needed was money. The councilman thus injected \$40,000 into the community to be used for this program. The City extended additional personnel to LU, and so they were able to run the program on borrowed administrative city staff.

LU was thus able to apply the law enforcement piece that began the hard work of eradicating crime in the community. By the time LU received federal funding for their program, they were already entering their third year of the effort putting them way ahead of the game. The initial rejection allowed LU to become a 7-year effort versus the 5 years required by the federal program. The biggest lesson learned was to reach out to the federal authorities for help prior to the application process. This allowed LU to better learn about the nuances and language related to the program. When advising others now, LU’s Director has this to say: “Always listen to others so that

you do not duplicate things that are already are being done successfully, check your ego at the door, and steal every good idea out there.”

Rallying Residents for Volunteer-Centered Efforts

As a resident-driven, non-profit organization, Lawrenceville United has always relied on an active local citizenry. In an effort to cultivate and mobilize a strong volunteer base for the various initiatives of the Public Safety Program, LU began its planning by surveying the community. LU reached out to its base and asked residents to document and rank their various complaints regarding neighborhood safety and quality of life. The surveys purpose was threefold. First, it served to promote LU amongst residents, making them aware of the organization’s existence and work. Second, it helped inform LU’s strategy by identifying particular problems to target in the community as per the residents’ own priorities. Finally, it also helped LU spot potential volunteers; those who had taken the time to complete and return the survey were identified as interested and vocal community members with whom to follow up. Most important, LU conscientiously responded to the residents surveyed (with individual phone calls, letters, and neighborhood meetings) thereby confirming for the residents that their voices were indeed being heard. This also gave LU an opportunity to let residents know that their concerns were going to be handled. For some residents, this follow up was enough to inspire their participation as volunteers in upcoming efforts, eager to help

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- Tony Ceoffe, Director, Lawrenceville United



A strengthened community-police partnership celebrates achievements in public safety at the National Night Out event.



Lawrenceville United and its partners make a critical investment in the community by demolishing and converting crime-ridden, vacant and abandoned properties into new affordable housing.

an organization that gave them a voice and solutions to pressing concerns.

Raising awareness around LU's existence and the various problems troubling the community was a frequently-employed strategy for attracting volunteers. This strategy led to the Public Safety Newsletter through which LU publicizes its projects, successful outcomes, and in which it discusses neighborhood problems that require civic attention. As with the survey, the newsletter also serves as a means for promoting LU's work, effectiveness and opportunities for participation. The production of the newsletter itself initially relied on volunteers and was at its inception almost entirely youth-produced. Through a partnership with the Career Connections charter high school, local teenagers interviewed community members, wrote articles, took photographs, worked on layout and design, sold ad space and delivered the final product to residents throughout the neighborhood. The newsletter is now regularly distributed via mailings to registered voters and is marketed on LU's website. Readership has also grown through word of mouth. The Career Connections partnership was a mutually beneficial one through which LU received free help from the students and in turn provided them with vocational exposure and training.

Additional Lawrenceville youth are continuously engaged in LU's various projects. One form of referral and continued

community engagement is through a relationship established with the Local Magistrate, a voter-appointed judge that handles misdemeanor crimes. When juveniles are sentenced to community service hours for various infractions, the Local Magistrate directs them to serve at LU. To support these youth, LU offers two-for-one hours, where if a child performs unsupervised work and completes the task correctly, they receive a bonus for work well done. LU's youth duties have included painting over graffiti, cleaning streets, clearing parks of debris and reorganizing the community group's storage space. The youth also partake in community events and celebrations at where responsibilities range from selling bottled water to raise money and decorating for holiday parties.

As LU's volunteer base has grown, so has word of mouth, and over time more residents have become participants in neighborhood improvement efforts. LU rewards regularly active residents to acknowledge them and signal to others that the organization empowers residents contributing to neighborhood change. LU frequently promotes its volunteers by giving them high-ranking leadership roles on various steering committees and projects. This recognition has kept residents engaged while increasing the commitment level of interested volunteers.

Community Cleanups

LU's Public Safety Program holds numerous volunteer-centered, community events. One of the largest being its Community Cleanup Day, held on the third Saturday of every month. Key to enrolling residents in this effort was that it was resident-inspired from the very beginning. Based on information compiled from public meetings, surveys and mass email communications, LU assembled a list of resident-identified areas in need of attention. Recognizing that the various vacant lots, alleyways, gardens and streets being targeted were ones they themselves had complained about, residents readily signed up to volunteer their help. Volunteer participation is now consistent and activities on these regularly-scheduled cleanup days include picking up trash, lifting and removing heavy items and gardening. Local businesses have also lent a hand, providing free breakfast and lunch to volunteers before and after each cleanup. These corporate sponsored meals are an added incen-

tive aiding the volunteer enrollment effort while providing a regular socializing opportunity that solidifies positive community relations. LU continues to advertise and solicit help for its Cleanup Days in each issue of its Public Safety Newsletter.

Sharing Responsibility for Safety: Innovative Tactics

Again with the help of resident volunteers, LU established many initiatives under the Public Safety Program to help reduce crime, strengthen community-police relations and improve perception of public safety. Block Watch Network was one such initiative through which resident volunteers served as the “eyes and ears” of the community. Through this network, residents began sharing critical information with the police to aid in their efforts to combat crime in the neighborhood. To ensure that residents’ concerns were addressed, the Block Watch Network was broken up into multiple groups, each one surveying different sections of the Lawrenceville neighborhood. Each group had representatives who resided in that particular section, guaranteeing that the volunteers could directly voice concerns and affect change in their own communities. All Block Watch volunteers received training from the local police so that the issues and tips reported could be of best use. They were taught, for example, how to collect detail-specific information, such as that pertaining to clothing descriptions and license plate numbers, as well as how to report observed crime, suspicious behavior and community complaints. One such method was by calling the police directly; all Block Watch groups were provided with a direct cell phone number for a partnering Narcotics officer. To further enhance the effectiveness of the Block Watch Network and community-police partnership, LU selected a resident Captain from each Block Watch that would meet monthly with all other Captains. Also in attendance at these meetings were a Community-Policing officer, the local zone precinct Commander and LU’s own Public Safety Director. This regular meeting allowed representatives from all involved parties to share crime tips, voice concerns and discuss strategy. To attract Block Watch volunteers, promote a greater sense of public safety and further deter illegal activity, Block Watch signage was posted in areas where crime was most concentrated.

Residents were in fact provided with multiple avenues for participation in public safety efforts. The Nighthawks initiative saw the creation of a resident-staffed, public safety patrol comprised entirely of local volunteers. These volunteers walked the Lawrenceville streets at night from 10:00 p.m. to 5:00 a.m., their presence deterring crime as they collected and reported information to the police. In the Moonlight Chess & Checkers initiative, a particularly creative strategy, another group of volunteers gathered socially every Friday night at regularly changing, undisclosed locations that were designated as hot spots for illegal activities. This sent the message that the community, not the drug dealers, were in control. Hot Spots were identified by intelligence gathered from the Block Watch groups and designated at the formal meetings. At one such Moonlight Chess & Checkers gathering, volunteers pitched a tent on the corner of a park known for its drug deals in the hopes of disrupting this activity. They were met with success. In fact, further scaring off the drug dealers that night were the local neighbors who kept visiting the corner to offer the volunteers food and beverages in a show of appreciation for their efforts.

This resident collaboration with local police through Block Watch, Nighthawks and Moonlight Chess & Checkers was instrumental in the success of the Public Safety Program’s



Community members come together in volunteer initiatives focused on graffiti removal

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efforts. LU’s own partnership with the police further advanced the program’s crime reduction strategies which targeted prioritized and high-problem locations. Through information gathered by the Block Watch groups, the police identified those streets in most immediate need of action and concentrated resources, specifically targeting areas in which large groups congregated to engage in illegal activity. LU met with officers from the Drug Enforcement Administration, Pittsburgh Police and the Department of Justice to build a team that included two patrol officers and two narcotics officers, as well as others working on Weed & Seed overtime. Information sharing between shifts and departments was an issue that needed to be addressed. Those working night shifts knew nothing of what those working days were doing and Weed & Seed officers had little contact with Patrol and Narcotics officers. The LU-initiated team, which met regularly, opened communication and wrought a new cohesion that strengthened all parties’ crime-fighting efforts.

In addition, the local police Commander sent a Street Response Unit into the community for occasional saturation details that resulted in a surge of drug arrests. At LU’s behest, the Commander also formed the Operation Sweatpants detail. The original idea for this came about at a regular meeting of LU representatives, residents, business leaders and various law enforcement officials. According to LU’s Director, “It was an ironic situation. Here we were at a meeting at the local Boys & Girls Club talking about the problem of street prostitution. We are having the

discussion in a building that is supposed to be a place where kids can be insulated from that kind of thing and it’s happening right in front of our faces just outside the window. That’s when we decided enough was enough.” The Operation Sweatpants detail was thus created as a week-long reverse sting operation through which undercover officers posed as prostitutes, targeted johns and garnered media attention. The detail made over 24 arrests all of which ultimately resulted in convictions. In lieu of the standard jail time punishment, all of the men were put through Johns School, a court-mandated, several-weeks program in which the men must attend classes that teach to the dangers of soliciting prostitutes. The classes also feature ex-prostitutes as guest speakers who tell stories of how the trade adversely affected their lives.

Another collaborative effort between LU and the police included the development of a Silent Complaint Form (SCF) to facilitate safe and anonymous resident-reporting of criminal activity. The forms provided a line of communication that allowed residents who were fearful of being identified by 911 operators or others to report their concerns to the police anonymously. The reports were made via untraceable mailings with no return address. To ensure effectiveness, each SCF was followed up on by an assigned officer with at minimum a written report of any findings related to the complaint, thus creating a system of accountability.

Also helping to advance crime-fighting efforts was the City of Pittsburgh’s new Surveillance Camera Program which selected Lawrenceville as its pilot neighborhood. LU had worked with its City Councilman to acquire the \$40,000 needed to help fund the installation of these cameras. Located in high crime, heavily trafficked areas and along the main corridors in the community the cameras aided in deterrence and criminal-identification efforts. Many of these sites were chosen as per residents’ priorities. The cameras, while installed on private property, remain the public property of the community group. The owners of the property receive a \$5,000 dollar system to protect the area around their property. In turn, they must maintain DSL internet service with a static IP address (a permanent internet address for their computer) so that LU can

view the cameras from its home offices. The cameras also possess a wireless technology that allows the City of Pittsburgh and local police officers to download the software and gain access to all of the cameras so there can be real time observation from a base location.

Expanding Partnerships to Target Problem Properties

LU's Public Safety Program sought to reduce crime not only through stepped-up policing efforts but also through development initiatives. LU targeted crime-ridden, vacant and abandoned spaces, properties with substandard housing conditions and negligent slum landlords. LU relied on and leveraged the many relationships it had formed with City agencies and local leaders over the years to ensure the development initiatives' success.

LU's Knock & Talk program formed a team of representatives from the Fire Department, County Health Department, Bureau of Building Inspections and the Police Department. This team was sent to visit the targeted properties known for having landlords unresponsive to tenant requests, building code safety and sanitation violations and regular illegal drug activity. A result of Knock & Talk was that residents learned their rights as tenants to live in clean and safe housing. Knock & Talk made them aware that if they were living in unacceptable conditions, they could put their rent in escrow until the landlords made needed repairs. This information effectively resulted in slum landlords making important changes and responding to longstanding code violations on their properties. Additionally, landlords who were not in clear violation but were receiving tenant complaints also began to address problems at the properties. The intensity of the organized community confrontation organized by LU caused many property owners who refused to cooperate to ultimately throw up their hands and walk away out of frustration.

Through this strategy, LU also discovered that landlords of tax delinquent dilapidated properties were profiting from the drug dealers and others that were using the houses for their criminal enterprise. Upset that tax delinquent properties were generating profits while destroying the community, LU turned



Surveillance cameras are placed on a corner experiencing high-crime in the Lawrenceville neighborhood.

to a program called the Vacant Property Working Group. This program assists community groups to request that the City of Pittsburgh purchase vacant, tax delinquent properties in a Treasurer's Sale and turn them over to the community group for future development. LU also appealed to long-time residents to talk with one another and give LU a sort of right to first refusal. LU additionally partnered with the Lawrenceville Corporation, a local development group, to acquire funds through a State-run program called Elm Street. This program supplied a pot of money that allowed LU to purchase and demolish severely blighted properties adjacent to main streets, thereby making way for new green spaces and redevelopment in high traffic areas.

LU partnered also with property owners, the Bureau of Building Inspection and the City Treasurers' Sale to condemn, purchase, and/or demolish alleyway housing and problem properties in Upper Lawrenceville. Originally built as housing for steel mill workers, the densely-spaced units had not been properly maintained over the years. The properties had evolved into popular sites for drug sales, drug use and prostitution. After acquisition, LU applied beautification efforts that included cutting grass, planting trees and fencing the areas. This decreased the density of the small alleyways and allowed residents the ability to "breathe," so to speak. The effort's goal was and continues to be to remarket the alleyways as quaint

places and not the dark, dangerous pockets of poverty they were previously seen to be.

LU also coordinated with the U.S. Attorney's Office on a program to apply federal RICO (Racketeer Influenced and Corrupt Organizations) powers against owners of properties where illegal activities took place. With this, the federal government is able to seize the property of those individuals involved in drug and/or gun activity. If a property owner knowingly allowed this illegal activity to take place, the US Attorney can step in after a conviction and seize the property. As such, LU began serving as a clearinghouse for neighborhood intelligence and helped organize police busts of suspected drug houses by passing information (such as names of landlords, addresses of properties and crime tips) to the U.S. Attorney's Office. The U.S. Attorney's Office would in turn contact landlords to request a meeting which clearly informed them of rights and obligations related to RICO laws. With uncorrected problems, the U.S. Attorney's Office successfully followed through with aggressive legal action.

Advocacy

Key to LU's success in both its policing and development initiatives has been its potent lobbying strategy. Whether trying to raise funds, increase police presence, enforce code compliance or purchase/demolish properties its advocacy efforts are crucial. At the beginning, LU often turned to the press as a means for attracting the attention of public agencies and officials. They were able to successfully reach out to media outlets and individual reporters who regularly covered specific neighborhood issues. LU carefully sought coverage not just for problems but also for positive stories that could highlight its own strengths, as well as those of the community. LU consciously avoided the temptation to sensationalize, knowing that it could only build sustainable partnerships (both with the press and with public officials) by establishing itself as a trustworthy and credible organization. Over time, having obtained media coverage on numerous occasions, LU was more readily able to make direct contact with the Mayor, City Council members and Police Commanders. They all grew to recognize LU's name and its significant work in the community. Known for its

access to and influence over a substantial segment of the constituency, local leaders and agencies recognized that LU could assist them in various efforts and began accepting phone calls, meeting requests and proposals for assistance. In turn, as LU's partnerships and subsequent work gradually grew in power, and with LU now known as a reliable source for information, it no longer needed to solicit help from the media. Tony Ceoffe recalls, "We weren't trying to convince the press to come hear the story about our work. They were already paying attention and calling us for our spin. It was a beautiful turn of events and a nice return for the investments we were making as a community."

PROGRAM IMPACT

Public Safety Impact

Since the start of the Public Safety Program, Lawrenceville has seen a significant decline in drug and prostitution crimes, particularly in its most recent years. While crime statistics did in fact rise between 2001 and 2003, LU's Director speaks of this spike with pride: "Crime statistics in fact rose because more residents were speaking up. And the police, in turn, were paying greater attention. When we saw both the complaints and arrests reach an all time high, we knew that all of our systems were operating at the necessary capacity." Sure enough, with the passing of 2003, crime statistics began to decline, another mark of success. In 2001, the police made 119 drug arrests. With an increase in resident vigilance and a strengthened community-police partnership, that number jumped to 144 arrests in 2003. This fell to 106 arrests in 2006. Prostitution also saw a decline, with 66 arrests in 2001 and 45 in 2006. In Upper Lawrenceville specifically, the toughest section of the neighborhood and the recipient of the Public Safety Program's most targeted efforts, combined prostitution and drug violations were cut virtually in half in just one year. Arrests for this target area totaled 96 in 2005 and fell to 51 arrests in 2006.

The Public Safety Program has achieved many tangible results to date. One of their proudest achievements is that more neighbors have begun voicing their concerns as LU functions as an unofficial "clearinghouse" for neighborhood complaints.

The organization is now relied on by local press, police and government officials for being a source of useful, trustworthy information. In fact, becoming this clearinghouse for information is now arguably LU's most critical role as it has strengthened the organization's capacity to fulfill its original mission: *to give voice to residents' concerns and serve as liaison between residents and community-serving agencies, departments and leaders.* Most importantly, on the ground level, attitudes have changed throughout the entire neighborhood. Residents now possess a greater perception of public safety coupled with a greater willingness to participate in crime-fighting efforts.

The new installation of surveillance cameras throughout Lawrenceville has also been a tremendous help. The cameras, supported by consistent resident tips and police follow up, have already assisted in many important identifications. This includes a group of juveniles from a tire-slashing spree, a suspect wanted for armed robbery and of suspects involved in a recent murder, a now quite unusual occurrence in the community.

Community Development and Building Impact

As a result of its partnership with the Lawrenceville Corporation and multiple City agencies, LU was able to acquire 25 alleyway houses. They are actively working to have the City demolish the most blighted and unsalvageable of those properties this spring and summer. Regarding the empty space this demolition of alleyway housing will create, LU is working with local residents to determine best uses for the properties. Currently under consideration are proposals that would result in the construction of new business units. LU is also in the midst of talks with local universities, hoping to convert some of the acquired properties into affordable housing for students. Some demolished properties have already been given or sold to adjacent homeowners for use as backyards or for off-street parking. In the coming year, one such recently-demolished property will be converted into an outdoor eatery space for a local restaurant. The restaurant, located in an area once known for criminal activity is just one example of the successful strategy that LU has implemented. They are addressing crime through a collaborative approach, with the community taking the lead and guiding the strategy.

PARTNERSHIP INFORMATION

WINNING PROGRAM

Lawrenceville Public Safety Program

APPLICANTS

Lawrenceville United
City of Pittsburgh Police Department

INCEPTION DATE

2001

KEY PARTNERS

Allegheny County Health Department
Career Connections Charter High School
Pittsburgh Bureau of Building Inspection
Lawrenceville Corporation
Mayor's Office, City of Pittsburgh
Urban Redevelopment Authority
U.S. Attorney Mary Beth Buchanan

FUNDERS

Operation Weed and Seed/U.S. Department of Justice
Pennsylvania State Representative Don Walko
Pittsburgh City Councilman Len Bodack
Pittsburgh Partnership for Neighborhood Development

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City of Pittsburgh Police Department

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Lawrenceville United

Photos courtesy of Lawrenceville United



MetLife Foundation

LOCAL INITIATIVES SUPPORT CORPORATION – COMMUNITY SAFETY INITIATIVE

LISC is the nation's leading community development support organization. Since 1980, LISC has helped resident-led, community-based development organizations transform distressed communities and neighborhoods into healthy ones – good places to live, do business, work and raise families. By providing capital, technical expertise, training and information, LISC supports the development of local leadership and the creation of affordable housing, commercial, industrial and community facilities, businesses and jobs. LISC established the Community Safety Initiative in 1994 to support strategic alliances between community developers, law enforcement and other key stakeholders in troubled neighborhoods. The partners' work creates strong, stable and healthy communities by reducing persistent crime and disorder and spurring economic investment.

METLIFE FOUNDATION

MetLife Foundation, established by MetLife in 1976, is a long-time supporter of LISC's community revitalization programs. In 1994, the Foundation made a \$1 million leadership grant to pilot the Community Safety Initiative. MetLife and the Foundation have also made below-market rate loans and grants of almost \$77 million to the organization. For more information about the Foundation, visit www.metlife.org.

COMMUNITY SAFETY PAPER SERIES

This publication is part of a series published by LISC's Community Safety Initiative as part of the MetLife Foundation Community-Police Partnership Awards program. Sponsored by MetLife Foundation since 2002, the Awards celebrate and promote exemplary community safety strategies bolstered by collaboration between police and neighborhood leaders. For other case studies and papers in this series, please visit www.lisc.org/resources.

ACKNOWLEDGMENTS

We gratefully acknowledge MetLife Foundation for continued support of the Community Safety Initiative and strong dedication to public safety partnerships around the country. Under their leadership, we have been able to expand this unique awards program this year, as well as produce a variety of papers highlighting themes that cut across many of our past award winners' work.

We would like to also thank the police and community development leaders who participated in the awards process as application readers: Lisa Belsky, Jim Bueermann, Bill Geller, Charles Gruber, Mossik Hacobian, Bill Jones, James Jordan, Tom Lattimore, Ken Miller, Lisa Mueller-Levy, Gregory Saville and Jerry Williams.

The authors and publishers are solely responsible for the accuracy of the statements and interpretations contained herein. Such interpretations do not necessarily reflect the views of MetLife Foundation.

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Cover photos: (Left) Volunteers in Cincinnati's Over-the-Rhine neighborhood paint murals to change perceptions and increase community pride (courtesy Keep Cincinnati Beautiful); (Right) Lieutenant Bob Lepre celebrates the Olneyville MetLife Foundation Award with fellow leaders in the Providence Police Department.