

Cities on a Hill

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NEWSLETTER

Mayor Martin O'Malley Joins Board



Mayor Martin O'Malley talks with Baltimore students.

CCI welcomes another leading civic reformer to its Board of Advisors. Mayor Martin O'Malley of Baltimore will bring his experience as one of urban America's most successful innovators to the Center, joining Mayors Jerry Brown of Oakland and John Norquist of Milwaukee.

Mr. O'Malley, the youngest Mayor in Baltimore's history, was elected in 1999 with an overwhelming 91% of the vote, after a campaign that emphasized accountability and reform.

Mayor O'Malley has repeatedly demonstrated his commitment to creative solutions to the difficulties facing his city. This was clear from his first days in office, when he instituted the revolutionary city management approach known as CitiStat. Modeled after the New York City Police Department's CompStat crime fighting program, CitiStat represents the extended application of the CompStat tenets to the delivery of all municipal services.

The results have been spectacular. Since O'Malley took office and instituted both CitiStat and the "broken windows" policing

Study Finds Police Tactics Were the Key to New York City's Crime Drop

In their new, in-depth analysis, renowned criminologist and CCI Senior Fellow George Kelling and William Sousa considered the various explanations put forth for the dramatic drop in the New York City crime rate during the past decade.

Working from official police reports, demographic and economic data, drug use statistics, and precinct-level observations, Kelling and Sousa reviewed the possible

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approach used in New York, Baltimore has gone from being the most violent big city in America in 1999 to achieving the nation's largest reduction in violent crime over the next two years—a 23% reduction.

Over the same period, Baltimore, a city that lost nearly 100,000 jobs during the 1990s, created 8,200 more jobs than it lost in 2000. And after a decade without a single new office building rising in downtown Baltimore, three are set to go up in the next year.

Under O'Malley, schools across Baltimore are showing significant improvement for the first time in a generation. The city's first graders scored better than the national average in reading and math for the first time in 30 years.

Baltimore has become a model for the power of innovative approaches to transform cities for the better. At CCI, Mayor O'Malley will use that experience to help identify and promote such approaches to the many challenges facing urban America.



CCI Delivers Urban Innovator Award to Norm Coleman

On December 4, 2001, it was CCI's great pleasure to honor Norm Coleman, the former Mayor of St. Paul, Minnesota and a member of the CCI Board of Advisors, whose efforts to enhance the economic development and improve the educational opportunities of his city garnered attention nationwide.

In a luncheon ceremony at the St. Paul Hotel, CCI Chairman Stephen Goldsmith, Special Advisor to the President for Faith-Based and Community Initiatives, presented Mayor Coleman with CCI's Urban Innovator Award in recognition of his tremendous accomplishments during his two terms as Mayor.

Coleman was elected Mayor of Saint Paul in 1993 as a Democrat, but left it to join the Republican Party in 1996. He was then reelected in 1997, becoming the city's first elected Republican mayor in over a quarter century.



Mayor Coleman accepts the award from Stephen Goldsmith.



Former Mayor Norm Coleman addresses the attendees.

In those eight years, Coleman presided over a remarkable resurgence in St. Paul. The private sector created 18,000 new jobs, the value of taxable property in the central business district more than doubled and the city's bond rating improved dramatically. At the same time, the school system grew increasingly responsive to the needs of the city's students. Educational choices have been multiplied by a variety of new alternatives, including twenty new charter schools.

Throughout the impressive economic expansion, Coleman rejected the potentially dangerous temptation to increase city revenue by raising taxes, maintaining his publicly-stated commitment to a "zero percent increase" in property taxes. Instead, he forged new ground in the use of public-private partnerships to strengthen the city. The Capital City Partnership, through which the region's top twenty CEOs promote, market and develop Saint Paul, helped win Coleman recognition from the United States Conference of Mayors for Excellence in Public/Private Partnerships.

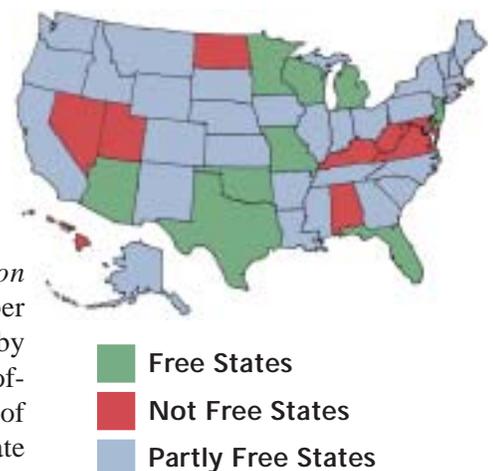
Mayor Coleman was the third mayor, and the first Republican, to receive the Urban Innovator Award. The previous recipients were Richard Daley of Chicago and Jerry Brown of Oakland.

New Study Shows Connection Between Education Freedom and Academic Achievement

This January, CCI released an important new analysis of the availability of educational options in each of the nation's 50 states. The *2001 Education Freedom Index*, by Institute Senior Fellow Dr. Jay P. Greene, demonstrates that the amount of education freedom provided by a state and the performance of that state's students on national tests are linked. It also shows that stronger systems

of making schools accountable for student achievement produce improvements in student test scores.

As he did in the original *Education Freedom Index*, released in September 2000, Dr. Greene ranks all 50 states by the amount of education freedom they offer, which is defined as a combination of school choice factors, including private



New Tollroad Technology Can Reduce Traffic Congestion

This February, CCI gathered a variety of leading national experts and regional policymakers together to discuss a possible solution to New York's long-standing transportation difficulties. The resulting conference, *Getting From Here to There: A Market-Based Solution to New York City's Traffic Woes*, presented an innovative new approach to the immense problem of traffic congestion on the routes into and out of Manhattan: variable road pricing and tolls.

Sam Schwartz, President of Sam Schwartz Co. and former New York City Traffic Commissioner, delivered the keynote address. After stating that in all his years in public service he had no success in reducing congestion, Mr. Schwartz made the case for a new approach, saying, "So, perhaps it's time we city planners approached congestion as our capitalist colleagues would. Let's take our most precious resource—space—and charge people for renting it. We'd use the old supply-demand approach and charge most for places most congested and set a premium for peak times."

Mr. Schwartz was followed by two panels, one discussing examples of variable pricing from around the nation and the world, and another considering how those methods could be applied in New York.

The panelists included analysts and officials from such organizations as the Federal Highway Authority, the Port Authority of New York and New Jersey, the Metropolitan Transportation Authority, and the New Jersey Turnpike Authority, as well as private consulting firms and research groups.

The issues addressed at the conference appear even more important following the release of Mayor Bloomberg's first Financial Plan, which included proposals for congestion pricing and additional E-Z Pass initiatives to generate an estimated revenue of hundreds of millions of dollars over the next four years.



Sam Schwartz delivers his remarks.



Left: Over 200 attendees listened to conference panelists; Center, left to right: Steven Schlosstein, Kirhan Bhatt, Patrick DeCorla Souza; Right: Attendee asks a question.

school vouchers, charter schools, home-schooling, and public school choice. In this updated and refined report, he once again found a significant, positive correlation between a state's Education Freedom Index score and its students' performance on the National Assessment of Educational Progress (NAEP) 8th grade math test. Greene also found a similar, though smaller, correlation between the amount of accountability demanded of a school system and its NAEP math scores.

The study also sheds some light on the continuing debate over the relative importance of funding, choice, and accountability in improving student performance. The study concludes that a 1-point increase in a state's Education Freedom Index score would produce the same expected improvement in NAEP math results as a \$2,490 increase in per pupil spending, a roughly 36% increase in spending over the national average.

With the battle over school choice reaching the Supreme Court in the Cleveland voucher case, Dr. Greene's work has made a major contribution in pointing out the concrete benefits to students of increased educational options, and provided a guide for local reformers in choosing which states' example to emulate and which to avoid.

Access this report at:
www.manhattan-institute.org/html/cr_24.htm

Study Finds Police Tactics Were the Key to New York City's Crime Drop

contributions of policing tactics, unemployment levels, drug use patterns, and demographic shifts to the more than 50% reduction in major crime in New York between 1990 and 1998. The study pays particular attention to the Compstat system and “broken windows” style of policing that were implemented by the NYPD.

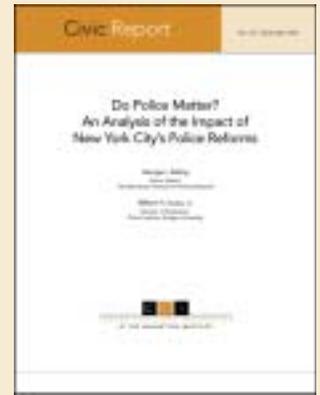
The authors come to a number of important conclusions. In the area of police tactics, they demonstrate that “broken windows” policing is consistently linked to drops in violent crime. They also find that the NYPD’s tactics, far from the mindless “zero tolerance” policing depicted in the media, actually encourage officers to use their discretion in the effort to develop and maintain orderly public spaces.

The study also determines that while drug use patterns, demographics, and declining unemployment may have an impact on crime in certain individual communities, they are not generally linked to declines in violent crime. Taking these results together with the findings relating to unemployment and those demonstrating the success of police tactics, the authors determine that the “root cause” theory of crime does not explain the decline in crime in New York City, and that improved policing offers a viable approach to crime reduction.

Police Commissioner Bernard Kerik attended the presentation of the report, saying, “I applaud Dr. Kelling and the Manhattan Institute for proving empirically what the NYPD already knows instinctively—that police do matter, and that it’s strong, effective policing that makes a community safer.”

This study has had a major impact across the country, providing a crucial roadmap for other cities attempting to replicate New York’s success in combating crime. As New York’s crime rate continues to plummet while urban areas across the country see rates plateau or even rise, the lessons set forth by Kelling and Sousa are becoming ever more important.

Access this report at: www.manhattan-institute.org/html/cr_22.htm



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