



Cities on a Hill

NEWSLETTER

Contents

MAYOR MARTIN O'MALLEY RECEIVES CCI'S URBAN INNOVATOR AWARD 1

"FAITH IN THE CITY" CONFERENCE PROMOTES FAITH-BASED SOLUTIONS 1

NEW STUDY OFFERS SOLUTIONS TO STATE BUDGET CRISIS 2

US SUPREME COURT CITES CCI SENIOR FELLOW ON SCHOOL VOUCHERS 2

CCI WELCOMES MAYOR RICK BAKER TO ADVISORY BOARD 4



Baltimore Mayor Martin O'Malley accepting the award.

Mayor Martin O'Malley Receives CCI's Urban Innovator Award

It was CCI's great pleasure to present Martin O'Malley, Mayor of Baltimore and a member of the CCI Board of Advisors, with our highest honor, the Urban Innovator Award. On July 16th, in a luncheon ceremony at the Admiral Fell Inn, CCI Executive Director Henry Olsen presented Mayor O'Malley with the Award, in recognition of the tireless efforts to revitalize his city that have captured the imagination of the people of Baltimore, and earned plaudits from around the nation by those who care about the future of urban America.

The youngest Mayor in Baltimore's history, Martin O'Malley was elected in 1999 with an overwhelming 91% of the vote, after a campaign that emphasized accountability, change, and reform. From his first days in office, Mayor O'Malley has shown a commitment to innovative approaches to solving his cities problems, and Baltimore has reaped the benefits.

O'Malley's introduction of "broken windows" policing strategies and a crime fighting program modeled after the New York Police Department's famed CompStat system has resulted in

continued on page 2

"Faith in the City" Conference Promotes Faith-Based Solutions



Henry Olsen and Philadelphia Mayor John Street present gift to Reverend Herbert H. Lusk, II.

On March 21, CCI and the Center for Research on Religion and Urban Civil Society (CRRUCS) at the University of Pennsylvania sponsored a conference on the role of faith-based organizations in reviving America's urban centers in Philadelphia. The "Faith in the City" conference brought together academic experts and mayors to share their thoughts on the interactions between city governments and faith-based groups, and how those interactions could be strengthened or improved.

A new study, authored by Dr. Byron Johnson, CCI Senior Fellow and Director of CRRUCS, was also released at the conference. *Objective Hope: Assessing the Effectiveness of Faith-Based Organizations*, the first comprehensive review of available research on the effectiveness of faith-based organizations, finds that, while far more study needs to be undertaken, the data collected to date is overwhelmingly supportive of the position that faith-based groups dispense services more effectively than their secular and governmental counterparts.

Following the study's presentation, a panel of experts discussed the paper, and the larger issues it involved.

continued on page 3



Urban Innovator Award, cont'd

the city, America's most violent big city in 1999, experiencing the nation's largest violent crime reduction, 23% in the first two years of his term. Rather than rest on that laurel, his administration has pressed on, applying the tenets of CompStat to all municipal services through the revolutionary approach to city management known as CitiStat, with similarly impressive results.

During his tenure, Baltimore, which saw nearly 100,000 jobs vanish during the 1990s, created 8,200 more jobs than

it lost in 2000. Meanwhile the city's first graders scored above the national average in reading and math for the first time in 30 years. With his term not up until 2004, we look forward to accomplishments in the coming years that mirror the stunning successes of the last few.

Mayor O'Malley was the fourth recipient of the Urban Innovator Award. The previous winners were Mayors Richard Daley of Chicago, Jerry Brown of Oakland, and Norm Coleman of St. Paul, Minnesota.



Mayor O'Malley meets with friends and addresses the audience.

New Study Offers Solutions to State Budget Crisis

A new report, issued jointly this July by CCI and the American Legislative Exchange Council (ALEC) and authored by CCI Senior Fellow William D. Eggers, addresses the immense budget deficits that exist in the majority of state governments. With the states facing the worst budget crisis since at least the early 1990's recession, "Show

Me the Money": *Budget-Cutting Strategies for Cash-Strapped States* provides a strategy for getting budgets back in the black that is necessary reading for all concerned.

"Every state leader in America ought to read this report," said Duane Parde, ALEC's Executive Director. "Not only does it offer remedies for the current fiscal crisis, it gives states a budgetary blueprint for a generation."

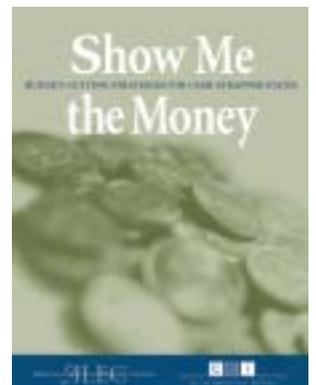
In a comprehensive evaluation of state budgets, Eggers offers 10 strategies for cutting state budget deficits, including short-, medium-, and long-term plans for reducing the cost of government. In the short term, reducing workforce costs and imposing broad-based spending cuts are essential if states wish to contain the budgetary hemorrhaging. To permanently close budget gaps, however, states must make fundamental alterations in the way they do business.

The report shows that the first step in this regard must be to reform entitlement programs, particularly Medicaid, which now accounts for one-fifth of all state expenditures. Eggers also argues for the introduction of competition in service delivery, the elimination of poorly performing and duplicate or overlapping programs and services, the privatization of state enterprises and assets, the increased use of information technology, and the creation of rewards for employee performance.

Finally, he suggests that each state should have a powerful independent agency that conducts periodic, top-to-bottom reviews of state programs, agencies, and departments and makes recommendations to maintain, eliminate, redesign, or restructure them. Only by creating an institutional constituency for fiscal restraint, the report argues, will any gains made in bad economic times be preserved during the good.

As states continue to struggle to make any headway in reducing the budget shortfalls that threaten their fiscal solvency, the ideas put forward by Eggers will only increase in importance.

Access this report at: www.manhattan-institute.org/state_budget_report.pdf



“Faith in the City” Conference, cont’d



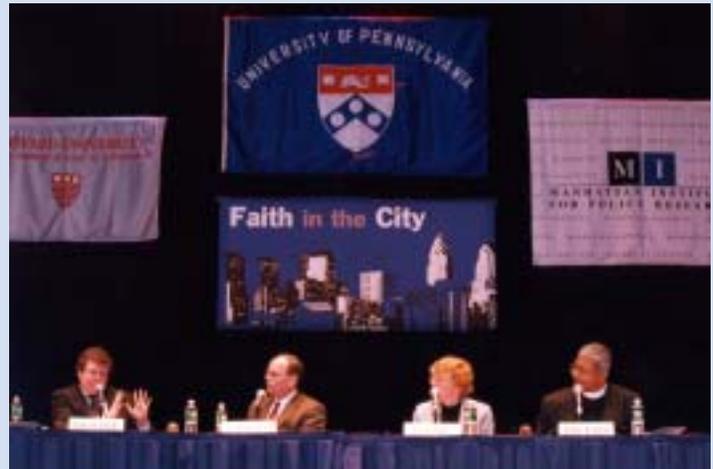
Moderated by CCI Executive Director Henry Olsen, the panel consisted of Dr. Mark Moore and Dr. Mary Jo Bane from Harvard University, and Rev. Eugene Rivers, Pastor of Boston's Azusa Christian Community.

A panel of leading mayors, current and former, followed to discuss their successes, failures, and ideas for the future regarding the potential benefits of faith-based social services. The panelists were former Mayor of Indianapolis and CCI Chairman Stephen Goldsmith, Mayor Martin O'Malley of Baltimore, Mayor Anthony Williams of Washington, D.C. and former Mayor Rev. W. Wilson Goode of Philadelphia

Also, at the event, two grants of \$50,000 were awarded to organizations that epitomize the positive affect faith-based organizations are capable of having in the inner city. Thomas Lewis, on behalf of the Fishing School in Washington, D.C., and Rev. Herbert H. Lusk II, on behalf of Philadelphia's People for People Inc., accepted the awards.

Access this report at:
www.manhattan-institute.org/crrucs_objective_hope.pdf

Above: Dr. John J. DiIulio; Below left: Former Indianapolis Mayor Stephen Goldsmith, former Philadelphia Mayor W. Wilson Goode, Baltimore Mayor Martin O'Malley, and Washington, D.C. Mayor Anthony Williams. Below right: Dr. Mark Moore, Dr. Byron Johnson, Dr. Mary Jo Bane, and Reverend Eugene Rivers.



US Supreme Court Cites CCI Senior Fellow on School Vouchers

In deciding the landmark case on the constitutionality of Cleveland's school vouchers program, *Zelman v. Simmons-Harris*, the United States Supreme Court took extensive note of work on the subject by CCI Senior Fellow Jay P. Greene. Given the significance of *Zelman*, which clears the constitutional cloud that has long hovered over school voucher programs, retarding their development and denying students the benefits that come with them, the use of Dr. Greene's work in support of the decision is a clear indication of the extent of his influence on the subject.

Dr. Greene's research into the Cleveland program was cited repeatedly in the majority opinion written by Justice Rehnquist, and in Justice O'Connor's concurring opinion. The specific studies of Dr. Greene's referenced by the Court were *The Racial, Economic, and Religious Context of Parental Choice in Cleveland*, and, with co-authors Paul Peterson and William G. Howell, *An Evaluation of the Cleveland Voucher Program after Two Years* and *Lessons from the Cleveland Scholarship Program*.

The Court seized in particular upon the research from Dr. Greene's solely-authored

study showing that, when all school choice options available in Cleveland are taken into account, children in religious schools represent only 16.5% of the total number of students not in the traditional public school system. This was in pointed contrast to the wildly inflated claim made by critics of the program, who hold that 96% of such students choose religious schools.

In light of the victory for school choice represented by *Zelman*, and the personal vindication of his research it contained, Dr. Greene will continue to work with CCI to expand our knowledge of the impact of school choice across the country.

CCI Welcomes Mayor Rick Baker to Advisory Board

CCI welcomes another civic reformer to its Board of Advisors. Mayor Rick Baker of St. Petersburg, Florida will bring his experience to the Center, joining Mayors Jerry Brown of Oakland, John Norquist of Milwaukee, and Martin O'Malley of Baltimore.

Mayor Baker, a former chairman of the St. Petersburg Area Chamber of Commerce, won election last year as a reform-oriented political newcomer. Since his victory he has quickly taken innovative steps to improve his city, particularly in the field of education policy.

Baker has worked closely with state and local school officials to implement a "Choice Plan" for the public schools, which assigns students to schools based on a variety of factors, with personal preference ranking high among them, rather than by the traditional geographical boundaries. Part of the effort will focus on increasing access to magnet schools and high school academies for disadvantage students.

On the level of higher education, Baker has instituted a program to raise private college, "Doorways" scholarships for St. Petersburg area students. The scholarship drive, coupled with a mentoring program that matches successful community members with public school students, has been embraced by the State of Florida, leading to Baker chairing the Florida League of Cities Mentoring Initiative.

Working with CCI, Mayor Baker will help identify and encourage the use of these types of creative policy approaches in addressing the many challenges facing America's cities.



Mayor Rick Baker

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