A. Does your target neighborhood have a strong safety core team?

Have you....

☐ Created a working group – a safety team, task force, steering committee, BSC subcommittee or otherwise – which will shape and drive safety projects.

☐ Engaged *consistent* points of contact from key organizations and agencies to participate who are committed to the group vision.

☐ Police officer/commander or prosecutor – someone who influences deployment of law enforcement resources

☐ CDC, public development agency or other developer – someone who engages in property development/rehab or maintenance

☐ Organizing entity – someone who can mobilize neighbors

☐ Decided on a structure for regular meetings and interim communication to shape how you work together.

☐ Oriented each other to the structure and activities of your organizations such that you all have a solid understanding of each partners’ institutional resources and constraints.

☐ Designated a coordinator – someone who has the time, skill and appetite to convene meetings, distribute notes and perform other tasks to enhance team productivity.

CSI Tips

- *Keep your core team small* so you can have honest discussions and make efficient decisions. Keep others informed and engage partners in projects along the way.

- *Consider doing “cross-training”* to walk police through a typical housing development process, or show CDCs how Compstat drives police decision-making. These orientations create common language and open the door for higher level conversations about how you can tackle problems together.

- *Prepare for turnover.* When members of your core team are transferred to new posts or leave, how will they pass the baton to their successors? Prepare briefing materials and protocols in advance so you don’t lose momentum when it happens.

Notes:
B. Do you have other key partners at the table for the neighborhood safety strategy?

Have you....

☐ Established how you will steward the support of the “superstructure” around the core team (the police chief and command staff, the CDC director or development staff, etc.)

☐ Developed a system for engaging other partners on projects or for ad hoc support.

☐ Identified how you will cultivate media relationships and who will steward them.

☐ Identified how you will keep the community at large apprised of priorities, progress and achievements using technology tools or otherwise.

CSI Tips

- Consider how all branches of the criminal justice system relate to the problem you are tackling. Should you bring prosecutors into the fold to discuss arrest-release cycles or creating stronger cases? Should you be talking with probation/parole about repeat offenders and reentry?
C. Do you have consensus on the *best* opportunities for collaborative safety work?

Have you….

- Mapped your target area to show how crime overlays with physical assets and liabilities, pipeline development projects, special law enforcement projects, target areas of other initiatives and other relevant factors.

- Examined all aspects of the community Quality of Life Plan to identify major projects or initiatives that might be thwarted by current crime problems, or that might be shaped to address problem people or places.

- Engaged the core team in dialogue and debate about where your best opportunities for joint action lie based on all of the above.

- Selected achievable projects that will yield visible short-term wins while advancing a longer-term vision for neighborhood improvement.

**CSI Tips**

- The list of safety projects worth doing in your area is undoubtedly very long. What makes LISC unique is its ability to bring community development tools into the crime fighting plan. Use that as a screen for selecting projects. If you aren’t advancing multiple goals, move on. If one entity could achieve the same end on its own, move on.

- When you identify a problem that, if resolved, will make everyone’s job easier, taps each partners’ core strengths, and that is in an area that you all care about – you have a winner.

- When we refer to mapping, we mean it literally. Crime patterns are heavily influenced by the physical, social and economic environment. Visual depictions of how hot spots overlay with housing, businesses, traffic, schools and other things will help you make good decisions about which projects to take on.
D. What will the team do and what will those actions achieve?

Have you....

- Developed a joint workplan that articulates what each party (law enforcement, CDCs, others) will do and when and where they will do it.
- Followed through on that plan, and activated a system for reporting back to partners on progress, barriers and new ideas.
- Articulated your workplan in the context of a plausible theory of change that clarifies specific ways that you will measure success.
- Engaged other partners as needed to get the job done.
- Identified and pursued any additional training, TA or resources the team needs to get the job done well or avoid reinventing the wheel.
- Shared the workplan in some form with other partners responsible for aspects of the Quality of Life plan to help expand collective understanding of how safety can play into community development goals and projects.

**CSI Tips**

- The key idea of the joint workplan is to identify ways that the actions of CDCs, police and others can be mutually reinforcing – synergistically targeting resources to the same problem at the same time. (A block party the week after a major enforcement sweep; a crime reporting campaign to fuel a future enforcement operation; a code enforcement crackdown on a negligent owner as a CDC pursues site acquisition…)

- Many variables impact crime patterns. Identifying your theory of change in advance can help you make plausible claims about what your work produced.

- A strong indicator of a high impact partnership is that the partners consult each other in the course of decision-making and adjust what they do based on shared goals and strategic opportunities. The more common “cooperative” approach to working together focuses on sharing information about what you are doing, but not necessarily changing to take advantage of synergies.
E. Are you evaluating what is working and making appropriate course corrections?

Have you….

☐ Developed a system for regularly gathering and reviewing the outcome data you identified for the project.

☐ Created a forum for the team to regularly discuss outcomes, unintended consequences and course corrections, including things you should stop doing because they aren’t yielding enough value.

☐ Created a forum for the team to regularly check in about process – productivity of meetings, adequacy of communication and decision-making systems, alignment of values, etc.

☐ Celebrated successes internally with team members and their institutions.

☐ Told the story of what is happening to the media, to the community and to key leaders.

CSI Tips

• Getting data at a level of specificity that will tell you something meaningful about your work can be tricky. Start working with your partners on this early – even before your main interventions.
F. Are you planning for sustainability?

Have you....

☐ Projected what level of resources will be needed to sustain your team and its work in the months and years ahead, including support for the coordination services that keep you moving forward together.

☐ Developed and pursued a plan for filling gaps together, whether it be through advocacy by CDCs for the police budget, participation by police in meetings with prospective private funders or joint pursuit of public funding.

☐ Created your “baton passing” plan to ensure that you don’t lose momentum when key individuals leave the team and new people replace them.

☐ Steward relationships with important institutions, organizations and individuals, even when they aren’t involved in current priority projects.

☐ Maintained a steady drumbeat with the media and through more general communications tools about projects, the theory of change behind them and successes.

CSI Tips

- Some sites find it useful to create an MOU that explains shared values, roles and commitments, both to formalize the alliance in the eyes of senior managers and provide a stronger framework for getting past partnership challenges, including the departure of key individuals.

- Don’t underestimate the power of unusual voices in fundraising. People tend to listen when police officers say that gardens, a new grocery store or rehabilitated housing is critical to public safety.
G. Is your LISC office building a high capacity partnership with public safety agencies to support the neighborhood team(s)?

Have you…

- Developed a solid understanding of the structure, responsibilities and constraints of major public safety players in your landscape including how they interface with each other and what “community policing” or similar terms mean to them.
  - Police Department
  - Office of the City Attorney or District Attorney’s Office
  - Public Safety Director (if applicable)
  - Sheriff’s Department (if applicable to your strategy)
  - Corrections Supervision – Probation, Parole and/or Reentry Office (if applicable to your strategy)

- Oriented key leaders in the above agencies to LISC’s mission, strengths and track record

- Established a way that police leaders (and others above as appropriate) can weigh in on LISC’s high level strategy and target areas

- Identified how LISC will support alliances between community developers and district- or precinct-level police commanders.

- Cultivated law enforcement partnerships to encourage appropriately open info-sharing by police about their priorities and strategies relevant to violence, hot spots and other issues, and pursued a structure for regular examination of how the work of LISC and its partners aligns with enforcement initiatives.

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**CSI Tips**

- While safety projects ultimately may involve many stakeholders, the most successful initiatives are driven by a “core team” comprised of institutions and organizations with three main competencies: (1) law enforcement (2) community organizing, (3) physical and economic development.

Identifying where and on what issues partners with capacity in each of these areas come together can be a critical step in identifying opportunities for high impact safety projects.

- Some LISC offices invite a member of their local police department – usually a deputy chief – onto their Local Advisory Committee. This facilitates regular input from police about high level LISC strategy.

- The amount of direct interaction between LISC staff and district commanders varies by city. In general, it can be helpful for LISC staff to know key police leaders in each BSC target area so we can be more effective brokers when neighborhood partnership problems arise.

- Most progressive police departments have advanced strategies for addressing violence, drug markets, gangs and other major crime challenges. Key questions that LISCers can pose to police are: Are you able to share information about those strategies so we can discuss if we have complementary resources and relationships? Are you willing to consider adjustments to deployment of those strategies (where and how they play out) if we can identify ways we might achieve better or more sustainable results by working together?