

SUSTAINABLE SAFETY AND COMMUNITY ENHANCEMENT

SUMMARY OF ACTIVITIES AND ACCOMPLISHMENTS

BACKGROUND

Approximately, three years ago the Assistant Attorney General of the Office of Justice Programs, United States Department of Justice authorized a prototype initiative entitled "Sustainable Safety and Community Enhancement." The purpose of the initiative was to demonstrate an alternative approach to providing intensive assistance to selected states and high risk communities in their efforts to ameliorate crime and related social and economic problems in their jurisdictions. It promoted a comprehensive multi-system approach depending primarily on existing public and private resources already in or immediately assessable to the communities as opposed to Federal discretionary funds. It carefully avoided any promise of Federal financial or technical resources apart from what would be provided by the DOJ/OJP Senior Advisor implementing the initiative. It did, however, espouse that there were sufficient existing public and private resources (i.e. financial, technical or real property) within the community or state to implement a clearly articulated vision which the community through its local decision makers determine as necessary to resolve its problems.

The prototype SSCE Initiative has been working primarily with two states, Arizona and Michigan (i.e. Benton Harbor, Michigan) in close cooperation with the respective U.S. Attorneys and other personnel within their offices in those jurisdictions. Recently, an additional state, Indiana (i.e. Fort Wayne) has joined the venture. The goal of the strategy in each site is to initiate and sustain long term revitalization of areas ravaged by crime and other social problems through the concentration and coordination of existing public and private resources particularly in the areas of: public safety; family and community services; education; economic development and infra-structure restoration. The following provides a summary of the activities in Michigan, Arizona and Indiana to date.

BENTON HARBOR, MICHIGAN

In June of 1998 in Benton Harbor, Michigan, the United State Attorney, Michael H. Dettmer in conjunction with Federal, State and local public and private decision makers convened an Economic Summit. It provided various senior officials an opportunity to learn firsthand the problems, needs and related resource issues as well as the restoration and revitalization activities being planned and implemented in the greater Benton Harbor community. The local public and private officials clearly and succinctly articulated the community's economic development efforts and related plans pertaining to job creation, infra-structure enhancement, and strategies to strengthen education, employment readiness, law enforcement, and the development of a community organizational structure. to implement their specific recommendations regarding the public and private resources they may wish to consider in developing and implementing their

efforts.

A subsequent Memorandum of Understanding (MOU) was drafted following the Summit. It detailed nine specific areas of effort which became identified as the community's "Agenda for Action." One of the most important components of the MOU was the dedication and ongoing technical support by the University of Western Michigan through its Center for Community Asset Building which became a "center for continuous capacity" in assisting the City in achieving its many agenda items. **Since the development of the "Agenda for Action" approximately, \$32,560,000.00 worth of new resources came to the community addressing most of their initial and many of their subsequent needs:**

- C The **Federal Building** located in Benton Harbor was transferred at no cost by the General Service Administration to serve as the new City Hall. The transfer was executed on August 7, 2000 (**estimated value \$14,000,000.00**);
- C The City received a **Brownfields Award** from the Environmental Protection Agency to plan for the clean-up of the industrial areas within the town that are currently being developing to attract new industrial and business ventures (**approximate grant amount, \$200,000.00**);
- C The City, through the efforts of Lake Michigan College, the Whirlpool Corporation, and others received approximately \$6,000,000 from the State to establish a **Regional Technical Training Center** for the unemployed and under- employed young adult population in the city and immediate area (**approximate grant amount, \$6,000,000.00**);
- C The City is currently restoring its **drinking and waste water infra-structure system**. This project has been designated as a first priority, because of its importance in the development of new housing and economic development initiatives (**approximate expenditure amount, \$4,000,000.00**);
- Western Michigan University's Center for Community Asset Building is providing through the University's various colleges "continuous capacity" and guidance regarding "best practice" to assist Benton Harbor and other communities in designing, implementing, and evaluating and securing funding for many of the programs contained in the "Agenda for Change"/MOU many of which are noted here (**estimated contribution \$500,000.00**);
- C Through a public/private funding package, the City is currently planning to demolish approximately 120 homes and other structures deemed to be public nuisances that contribute to the criminal activities in the town (**estimated amount of the package is \$250,000**);
- C The City, in cooperation with Cornerstone Alliance, a private, non-profit development organization funded by the Whirlpool Foundation, is in the initial planning for the subsequent development of up to 200 affordable private homes for the residents of the City on the above noted demolition sites (**estimated amount unknown**);

- The State Office of Drug Control Policy and Western Michigan University in conjunction with a variety of local agencies (i.e. United Way of Berrien County, Benton Harbor Community Schools, Benton Harbor Housing Authority, Cornerstone Alliance, the City of Benton Harbor, and the Upton Foundation among others) are currently finalizing with the Boys and Girls Club's of America and the local Boys and Girls Club a plan to restructure and reorganize the existing Club. The plan will guide the development and management of its board and staff; design a broad array of year round athletic, family, and youth support programs, (e.g. mentoring, after school care, tutorial services, and a center for multi-service provision); and develop a financial plan for becoming a self-sustaining, independent, non profit organization (**approximately, \$800,000.00 in initial contributions**);
 - The public and private health systems in Benton Harbor, in cooperation with area and state health, social, and education agencies, as well as Western Michigan University have put together a \$3,800,000 plan and proposal to fund a Prenatal and Early Childhood Nurse Home Visitation Program that replicates the nationally acclaimed program developed by Dr. David Olds of the University of Colorado. It will provide 12 visiting registered nurses over a two-and-a-half year period to serve 300 young teenage girls who are pregnant for the first time. To date the effort has secured private foundation funds for the initial round of activity for the program (i.e. two registered nurses) and anticipates that funding for the balance of the program will be forthcoming in the immediate future from the State health and welfare agencies (**initial contributions amount to approximately \$410,000**);
 - The City, in cooperation with the State Police, Department of Justice and Western Michigan University, has reprogrammed three national discretionary grants from the Department of Justice to assist in the overall **reorganization of the City Police Department** and to incorporate community policing as a primary function of the organization (**approximate funding amount \$400,000.00**);
 - WMU in cooperation with the City and Lake Michigan Community College (LMCC) is in the process of building a 40,000 sq. ft. **Regional Campus** on the grounds of the LMCC at Benton Harbor to provide immediate proximity to graduate and under graduate degree programs for the residents in Benton Harbor and the surrounding area. In addition, it will provide expeditious access to the training and technical assistance that will be provided by the Center for Community Asset Building. The of the Regional Campus which will open in 2001.(**estimated value is approximately \$6,000,000.00**).
 - The Benton Harbor area public and private athletic organizations, in cooperation with Western Michigan University, the local school corporation, and other entities are organizing a Benton Harbor Area Athletic Association that will design plans and secure funding for the creation of a broad variety of athletic efforts for boys and girls in grades K through 12. It is also intended that the program will provide tutorial and mentoring activities and encourage the involvement of parents in coaching and related support activities (**no funding contributions defined to date**);
- C The Department of Justice and the Department of Housing and Urban

Development, in cooperation with the City of Benton Harbor and the University of Western Michigan, as noted above, are completing a memorandum of understanding that will guide the deployment of financial and technical resources to accomplish the activities noted and future efforts **(no funding contributions defined to date)**;

CONCLUSION

As delineated above, considerable progress has been made in many significant areas to revitalize this City and there are other efforts that are and will continue to be the focus of activities throughout the coming year, particularly in the areas of public safety, housing, and education. While not explained in this document the Cornerstone Alliance, a private not for profit development corporation located in the community, has accomplished numerous successes in upgrading the economic development status of the community by encouraging new and existing business expansion in the City and most importantly the employment of the residents.

There is considerable support among the various public and private organizations within the City to implement and sustain these specific ventures. Significant trust and communication barriers exist, however, and are complicated by the continuous change in the elected and appointed officials which hampers progress and effective program development. Hopefully, by proceeding with those issues and corresponding efforts that the community has identified and initiated as its most significant concerns, the current policy members will effectively, if slowly, reverse the deterioration that the City has experienced over the last 30 years and correspondingly continue to raise the quality of life within Benton Harbor.

STATE OF ARIZONA

ACTION INITIATIVE

In the State of Arizona, following the presentation of a detailed strategy by the Senior Advisor and Arizona State University and months of subsequent discussions with the various State agencies and offices, **the Governor initiated in December of 1999 in conjunction with the U.S. Attorney and her cabinet a \$6,000,000.00 Action Initiative (i.e. Arizona Compact to Improve Our Neighborhoods). On November 28, 2000, the Governor announced the initial three communities which will receive approximately two million dollars each.** The State utilized resources from a variety of agencies and offices to encourage and leverage local resources from urban and rural areas to comprehensively impact troubled areas within their jurisdictions. The prototype initiative is the first of its kind in the State and is to be continued and expanded over the next two years. Arizona State University through its Arizona Prevention Resource Center served as the “center for continuous capacity” throughout the design and development of the initiative. It will provide technical assistance to the effort and also conduct an impact and process evaluation of the initiative.

The “Action Initiative” is designed to sustain public safety by enhancing the social, physical and economic conditions that contribute to building healthy and vibrant communities. The Statewide initiative was implemented through a competitive solicitation which involved a single

application and single award which comprised of existing Federal and State resources currently in the State. As negotiations with the successful sites proceeds other the State agencies will be asked to identify resources not initially dedicated to the effort. It will not require any new Federal resources.

If this initiative is successful it should be considered a prototype for other states which want to significantly impact high risk areas in cities, rural communities and tribes through similar comprehensive partnership efforts. The Department of Justice could develop a special initiative to encourage states to do what Arizona is doing and/or introduce legislative amendment(s) to our enabling legislation to encourage and expedite the implementation of the approach (i.e. the corresponding use and coordination of Federal resources in combination with State and local resources).

The products and activities that were foundational to the development of the “Action Initiative” are as follows:

- C **Sustainable Safety and Community Enhancement (SSCE) - Strategy Design** - which explained the purpose, goals, objectives and approach; and,
- C **SSCE Implementation Plan** - which explained how the strategy was to be implemented addressing the organizational framework, products, timeline and decision points, technical assistance, evaluation, private sector involvement, partnership designations, matrix of services and programs and a compilation of issues and answers.

RESOURCE MAPPING AND STRATEGIC PLANNING TOOL

Another aspect of the Arizona effort included the joint effort by the State, DOJ/OJP and ASU in cooperation with the Environmental Science Research Institute (ESRI) to conduct a “proof of concept” of a Geographic Information System (GIS) program to map the flow of Federal and State resources from point of origin to point of impact in local communities and display it on electronic maps of the State, county and urban jurisdictions. **The initial “proof of concept” clearly demonstrated that tracking approximately four sets of Federal funds from their point of origin to point of impact can be done and that the Federal, State and local financial data sets can be successfully coordinated and subsequently displayed on a GIS format.**

The State intended to fund the subsequent larger prototype initiative to test the feasibility of the software design and its applicability to their needs as well as the needs of local communities and tribes. Due to funding limitations at the State level the prototype effort has been postponed. **Staff and equipment have been secured by ASU/APRC to move the effort to the prototype stage.**

The product designed as part of this effort to assist the “Action Initiative” was a software application entitled the, **“Resource Mapping and Strategic Planning Tool.”** It would provide jurisdictions the capability to clearly and simply present the financial resource data in a

geographic information system (GIS) format. This information would be displayed in conjunction with demographic data and related information concerning social problems (e.g. criminal activity, unemployment, lack of education, necessary health care, etc.) as well as descriptive information concerning the financial and other technical and human resources designed to impact those and other problems. The software application would present this information on maps of specific zip codes, census tracts, neighborhoods, cities, counties, states and perhaps eventually the nation. This would provide decision makers with a very powerful strategic and tactical planning as well as management tool. The software tool would be designed for assessing problems, developing appropriate policies, coordinating and distributing resources, planning and implementing appropriate programmatic responses as well as monitoring their impact. It is anticipated that the software application would be designed for availability through the Internet and on separate disks

Finally, through the efforts of ASU/APRC the University in conjunction with the State conducted a major conference and a subsequent seminar of national researchers related to promoting the adoption of "best practice" in program design and enhancement. This involved a close collaborative venture with the University of Colorado's Center for the Study and Prevention of Violence and its various programs included in its "Blueprints for Violence Prevention." The ASU/APRC will be establishing a Center for Best Practice as a support component to the Governor's Action Initiative.

CONCLUSION

One of the primary implications of what may be accomplished through the "Action Initiative" is that grant resources can be far more effectively deployed to initiate comprehensive planning efforts that involve and leverage other local public and private resources. States and communities, however, need to be given guidance and mechanisms that help them identify and access the broad array of resources that are immediately available within their state and communities. The approach encourages states and communities to identify the inter-relationships of community-based problems and resources as well as consider methods of resolution that represent "best practice." In addition, the communities are encouraged to coordinate their efforts with their counterpart public and private service systems that have the authority, responsibility and resources to help solve their problems.

FORT WAYNE, INDIANA

In the past six months a new effort involving the City of Fort Wayne, Indiana was initiated through the Mayor. It is focusing on a quadrant in the Southeast sector of the City which has substantial problems with crime, poverty, unemployment and educational underachievement, a deteriorating infrastructure and housing stock as well as a poor economy. In a major effort to address these issues through a comprehensive and rare bipartisan approach the city and county agencies, specifically the law enforcement agencies, the Prosecutor, the Superior Court, Community Corrections, the school systems and an array of public and private social agencies (i.e. welfare, employment services, victims support, recreation etc.) have initiated the

development of two core efforts.

The first is the Community Justice Initiative which will involve the redeployment of police, prosecution, judicial, corrections, victims and other support services to focus on the projected return to the quadrant. of approximately 3000 offenders from Federal, State and local corrections institutions over the next two years. The focus of this effort will be the establishment of a Community Re-entry Court which will initially manage the return of up to 800 offenders from the State correctional systems.

The second effort focuses on the creation of a Community Centers Initiative which will establish after-school programs for youth of all ages and their parents in a variety of settings, such as, public and private schools and recreation centers, churches and other appropriate areas. The centers will be the infra-structure for a variety of services, such as, recreation, tutoring, mentoring, parenting classes, remedial and vocational education as well as meals and snacks. Other efforts are being initiated, also, particularly in the areas of economic development and transportation.

EAST PALO ALTO, CALIFORNIA

A final site, East Palo Alto, California, was considered but due to a variety of issues will not be part of this effort. One of the primary concerns was the gentrification which is changing the community dramatically with regard to the type of residents (i.e. wealthy, upward mobile) locating in the community and the anticipated subsequent increase in the cost of living which is beyond many of the current residents incomes. It is clearly a community in immediate transition accelerated by the demand for affordable property in a desirable location by people with considerable resources and disposable income. It is predicted by the city government officials that the transition will be complete within a three to five year time frame.

APPROACH

The approach used in working with these jurisdictions was to help them establish a detailed vision and corresponding plan of how to transform their community(s) from places of fear, failure and crime into a setting of stability, safety and opportunity. What is most important regarding this approach is that it did not to commence with a special fund of Federal discretionary dollars or technical assistance resources or even a set scheme of development. Rather, it commenced with the community decision makers who have the authority, responsibility and control of the financial, human and physical resources. They were encouraged in cooperation with the service providers and residents in their communities to as simply as possible define their problems, suggest specific responses and delineate an agenda of remedial activities. The subsequent "agenda," as was the case with Benton Harbor, Michigan, was incorporated into a memorandum of agreement which defined the issues and the necessary resources immediately available in the community or state to commence implementation. This approach, with no doubt "variations on the theme" will be implemented in Arizona and Indiana as the development of their local restoration efforts progress.

It promoted the value of flexibility in the movement and concentration of existing financial, technical and physical as well as human resources in response to problem specific areas in the community. Correspondingly it encouraged the redeployment of existing resources and aggressively pursuing those resources closest to home where the odds were most favorable to the community's efforts. It did not promote the pursuit of short-term funding through subject specific grants of limited focus unless such resources were clearly part of a larger strategy pursuant to the community's agenda.

ORGANIZATION

The prototypical effort was staffed by a senior advisor who had extensive experience with planning, program design, development and implementation. The advisor was responsible for not only helping create the vision for the community but, also, identifying and/or creating a university based support system, "a center for continuous capacity." The purpose of these university centers was for assisting the communities and state agencies on a contractual basis over time. They provide technical assistance in program planning, design, development, implementation, evaluation, and financial/program management and utilize the expertise from the various departments within the university as appropriate. This not only enhances the community efforts but enriches the faculty and provides students opportunities to understand, participate and secure employment in the various aspects of community development and restoration. Finally, these university-based support systems supplement the professional infrastructure so often over burdened or missing in selected communities, but are absolutely necessary to initiate and sustain new ventures. It is important to note, however, that these "centers for continuous capacity" represent new roles for the administration, faculty and students of the universities as well as the communities. Universities may need financial and technical assistance from the public and private sectors in developing the ability to assume these new roles.

PRIMARY COMPONENTS

The prototypical Sustainable Safety Community Enhancement Initiative was developed and implemented based on the following primary components:

- A senior advisor who is neither a consultant nor a grant specialist, but rather a counselor to the local and state decision makers with regard to planning and development.
- The advisor must have an extensive and a varied professional background with strong planning and development expertise at the federal, state and local level and appropriate interpersonal skills to work with a broad variety of people.
- The United States Attorney should be involved in all aspects of SSCE effort to the degree they feel it is necessary and appropriate.

- Working with the United States Attorney the initial and primary contacts should commence with and focus on the public and private policy makers within the community or state participating in the SSCE effort.
- The policy makers must be the focus of the effort throughout since they have the authority, responsibility and control the resources to effect change.
- Other important stakeholders such as residents, service providers, and representatives of influential organizations, such as, the faith community, private sector, colleges/universities also need to be involved.
- The community/state policy maker(s) must express what they want, specifically, and how they would like to proceed in developing the vision of a better community including the steps to realize the vision.
- Essential to the effort is the development of a “ center of continuous capacity” through a local college or university in order to sustain the development and promote the design and implementation, funding and assessment of immediate and subsequent efforts.
- Following individual meetings with decision makers a summit to delineate the vision and define primary component parts should take place as soon as possible. The product of the effort will be the agenda for development. Since accomplishment is essential to securing and continuing the participation of the policy makers the initial SSCE effort should consist of a limited number of prioritized activities and not exceed two years worth of effort. The effort can and probably will need to be modified throughout to add or drop specific activities.
- The benefit to the Federal grant agency is that it encourages the articulation of a specific community's vision. Also, it define the specific local resources it will use as well as other public and private resources it will need to effect implementation, particularly as pertains to the state formula and block grant and technical assistance resources. The clearer the community's vision the more persuasive their approach will be in securing funding and the more successful their subsequent efforts will be in planning and designing, implementing and institutionalizing grant supported efforts regardless of the amount of funds or their origin.
- One of the most important benefits to the community/state understands that resources follow vision. In addition, the vision must consist of a specific number of limited activities, endorsed by the majority of the community's policy makers who are willing first to use existing resources to effect implementation before pursuing external resources.
- The vision should be as comprehensive as possible defining at least one activity in numerous in an array of relevant issue areas, such as, crime, unemployment, educational

underachievement, housing and infrastructure deterioration, economic development, recreation, transportation, community organization, involvement and cohesion.

IMPLICATIONS

OF

SUSTAINABLE SAFETY AND COMMUNITY ENHANCEMENT

1. CHANGE DOES NOT REQUIRE EXTERNAL FINANCIAL RESOURCES THOUGH MOST STATES AND COMMUNITIES NEED ASSISTANCE IN IDENTIFYING AND DEPLOYING EXISTING RESOURCES.
2. COMMUNITIES AND STATES NEED INTENSIVE AND CONTINUOUS ASSISTANCE TO EFFECT COMPREHENSIVE PLANNING AND RESOURCE USE AS WELL AS MANAGING THE SUBSEQUENT CHANGE PROCESS.
3. TRAINING AND TECHNICAL ASSISTANCE MAY BE AN INEFFECTIVE AS A CHANGE AGENT PRIMARILY BECAUSE OF CAPACITY AND TIME CONSTRAINTS AND THE UNIQUE DEMANDS OF LOCAL COMMUNITIES, PARTICULARLY, HIGH RISK COMMUNITIES.
4. GRANTS AS A MECHANISM FOR PROVIDING RESOURCES FOR CHANGE ARE VERY TIME CONSUMING, COMPLICATED TO APPLY FOR AND MANAGE, UNFORGIVING, FAILURE PRONE, AND ATTRACT CONTROVERSIES (I.E. BECAUSE OF PROBLEMS WITH PROGRAM DESIGN, STAFFING, INTEGRATION WITH EXISTING SYSTEM, LACK OF MANAGEMENT, ASSESSMENT, EVALUATION.)
5. ACCESS TO DOLLARS OR SHORT TERM EXPERTISE IS NOT THE PROBLEM IN MOST COMMUNITIES. RATHER, I T IS THE LIMITED CAPACITY OF AVAILABLE PERSONNEL IN THE COMMUNITIES AND STATES TO DEFINE PROBLEMS, IDENTIFY EFFECTIVE SOLUTIONS, DEVELOP DETAILED PLANS AND IMPLEMENTATION STRATEGIES THAT ATTRACT FUNDING AND GAIN THE CONFIDENCE OF THE POLICY MAKERS TO SUPPORT THE EFFORTS.
6. EXTERNAL FINANCIAL SUPPORT SHOULD LEVERAGE BOTH FINANCIAL AND TECHNICAL COMMITMENT TO DEVELOP SPECIFIC AND WELL DESIGNED CHANGE STRATEGIES PRIOR TO FUNDING IMPLEMENTATION ACTIVITIES.
7. THE FEDERAL GOVERNMENT SHOULD FOCUS ON ESTABLISHING CENTERS OF “CONTINUOUS CAPACITY” THROUGH UNIVERSITIES, COMMUNITY

COLLEGES AND LOCAL PRIVATE CORPORATIONS AND THEN PROVIDE FINANCIAL/TECHNICAL ASSISTANCE TO THESE CENTERS IN THEIR EFFORTS TO ASSIST LOCAL AND STATE GOVERNMENTS DEVELOP AND MANAGE THEIR CHANGE EFFORTS.

8. FEDERAL DISCRETIONARY GRANT VENTURES SHOULD BE TIED TO CORRESPONDING STATE AND LOCAL FUNDING AND EXISTING SYSTEMS TO ASSURE NECESSARY COORDINATION, ENHANCEMENT OF EFFECTIVE IMPLEMENTATION AND CONTINUATION BEYOND TEMPORARY GRANT SUPPORT..
9. **FEDERAL DISCRETIONARY FUNDING IS BETTER FOCUSED ON TESTING MODEL PROGRAMS, REPLICATION APPROACHES AND BASIC AND APPLIED RESEARCH PERTAINING TO EFFECTIVE PROGRAM DESIGN AND EVALUATION EFFORTS.**
10. **MOST FEDERAL BLOCK/FORMULA GRANT EFFORTS COULD BE SIMPLIFIED AND DESIGNED TO ENCOURAGE COORDINATION WITH AND LEVERAGING OF OTHER FEDERAL AND STATE RESOURCES.**
11. **MORE DEMONSTRATION GRANT EFFORTS COULD BE FUNDED THROUGH UNIVERSITIES TO AS A MEANS OF IMPROVING DESIGN AND IMPLEMENTATION AS WELL AS EVALUATION ACTIVITIES.**
12. **THE VAST MAJORITY OF FEDERAL AND STATE GRANTS SPECIALISTS HAVE LIMITED EXPERIENCE AT THE LOCAL LEVEL AND MINIMAL EXPERIENCE IN PLANNING AND SYSTEM CHANGE STRATEGIES.**
13. **THE MAJORITY OF FEDERAL GRANTS THAT IMPACT LOCAL COMMUNITIES SHOULD REQUIRE LINKAGE TO COMPREHENSIVE APPROACHES AND LEVERAGE EQUIVALENT AMOUNTS OF LOCAL AND STATE FUNDS.**

SUSTAINABLE SAFETY AND COMMUNITY ENHANCEMENT

ISSUES AND CONCERNS

- 1. How would this initiative be implemented nationally?**
- 2. How would communities be selected to participate?**
- 3. Should it continue to involve the United States Attorney in all cases?**
- 4. What would be the primary steps in initiating and assisting a state or locality?**
- 5. Who would be expected to apply for participation?**
- 6. How would we promote and provide guidance to states and localities regarding best practice?**
- 7. How long would we work with a community before concluding the relationship?**
- 8. What would be the criteria for success in a relationship with a community or state?**
- 9. Could this effort be provided by a technical assistance contractor rather than the department directly?**
- 10. How would this inter-face with the Federal discretionary or block/formula grant process?**
- 11. Should this approach provide a proscribed developmental or intervention approach that states or localities would have to follow?**
- 12. Should this approach afford funds to sites to accomplish their efforts?**
- 13. Are their capable individuals to perform in these open ended relationships?**
- 14. What if states or localities adopted flawed approaches in spite of our best efforts to the contrary?**
- 15. How would we assess employees associated with this approach?**

- 16. Would this approach be coordinated with the other OJP offices and programs?**
- 17. Where would such a service best be located?**
- 18. Would it have a relationship in accessing the financial and technical assistance given to a local community or state?**
- 19. What long term impact would this initiative have on the discretionary or block/formula grants programs?**
- 20. How much would this initiative cost assuming a national replication?**