

**ARIZONA**

**SUSTAINABLE SAFETY AND COMMUNITY ENHANCEMENT**

**INITIATIVE**

**STRATEGY DESIGN**

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**OVERVIEW:**

This is a summary of a state-wide strategy that would be a cooperative effort initiated by the Governor of Arizona involving Federal and State government resources in coordination with those of local jurisdictions, tribes to promote community and economic development. The strategy would utilize State and local partnerships to focus on revitalizing selected areas containing multiple neighborhoods within participating urban, rural and tribal communities.

The strategy would be designed to sustain public safety by enhancing the social, physical, and economic conditions that contribute to building healthy and vibrant communities wherein all residents have an opportunity to live, work and participate. The four primary areas of focus will be:

- C Public Safety;**
- C Family and Community Enhancement;**
- C Education; and,**
- C Economic Development.**

It is anticipated that each of the State agencies and the cooperating local jurisdictions would identify existing Federal, State and local resources that could be dedicated to implementing the strategy. The strategy could be implemented in stages over a multiple year period commencing with urban areas and progressing to rural and tribal areas. It is anticipated that the communities could be competitively selected based on their commitment of resources and the quality of their implementation plans.

To inaugurate the effort and develop the necessary policies and procedures to implement it on a statewide basis a pilot effort in either Phoenix or another major city is highly recommended, particularly, to test the program design and develop the necessary expertise and training capacity for the larger venture.

**PURPOSE:**

The purpose of the strategy is to initiate and sustain long term revitalization of areas ravaged by crime and other social problems through the coordination of appropriate public and private resources particularly in the areas of education and subsequently economic development.

**GOALS:**

- C **PUBLIC SAFETY**-establish task forces comprised of Federal, State and local police and prosecutors to secure and sustain the safety of residents in the participating communities through intensive law enforcement that remove overt criminal activities and subsequently introduce community policing efforts and related community organization and resident mobilization efforts as well as appropriate pre and post adjudicatory correctional services.
- C **FAMILY AND COMMUNITY ENHANCEMENT**-establish neighborhood-based comprehensive human service centers in high risk areas to deploy a broad range of prevention, intervention and treatment services, both health and social service oriented, that are and very assessable to families and other residents within the participating communities.
- C **EDUCATION**-establish neighborhood-based opportunity academies that provide a highly integrated network of educational and vocational services to address the immediate and long term employment needs of the various resident populations in the participating communities and a prototypical university campus dedicated to working with a collection of disenfranchised populations.
- C **ECONOMIC DEVELOPMENT**-establish a network of community development corporations and related financial organizations organized on a regional, municipal and neighborhood basis that secures and disburses the public and private resources necessary to encourage the establishment of businesses and industries and subsequently revitalizes the participating communities both physically and economically.

**OBJECTIVES:**

- C To establish a development committee to design and manage the statewide strategy and the initial prototype effort comprised of policy level representatives from the State, local and Federal governments and tribal organizations.

- C To manage the implementation of the state-wide strategy, including the initial prototype effort, providing the financial and technical resources to encourage the participation of urban, rural and tribal areas.
- C To expedite the coordination of Federal, State and local resources, both public and private, pursuant to specific plans of the participating communities through technical, policy and legislative support..
- C To initiate a process and impact evaluation to assess the effectiveness of the state-wide strategy throughout and immediately following its implementation.
- C To disseminate information regarding the initiative throughout its implementation and at its conclusion.

## **STRATEGY**

### **Public Safety - Enforcement and Involvement**

To effectively respond to violent and drug related crime joint special task forces comprised of Federal, State and local law enforcement and prosecutorial teams should be established to suppress and eliminate the activities of serious repetitive offenders in selected high crime areas. These activities must be done in close coordination with complimentary efforts of residents who organize to work with community policing efforts associated with block watches, marches, rallies and vigils, foot patrols, nuisance abatement and crime related information alerts. Aggressive enforcement efforts and community involvement ventures should be designed to demonstrate and articulate a definitive no tolerance to crime and related drug and gang activities. Finally, the use of day reporting centers, community correctional facilities and intensive probation and parole for selected populations will be some the supervision responses employed to assure safety while supporting productive re-integration of selected members of the offender population.

### **Family and Community Enhancement - Human Service Centers**

By providing an array of diverse human resources related to health, education, employment, housing, child care and other social services in a single facility in highly visible and accessible locations within high risk neighborhoods residents whether they are families, elderly, unemployed, youth can obtain the prevention, intervention and treatment services necessary to handle and resolve their problems. It also encourages the coordination of services to more effectively resolve the diverse nature of problem which families, youth and others confront. The organization of existing resources in these comprehensive service centers does not need to be

done on a community wide basis but rather on a selected basis in concert with the delivery of other related services available through the state-wide initiative.

### **Education -Opportunity Academies**

While the focus of the strategy is economic development in high risk areas a core component of its success will be the development of a network of neighborhood-based educational centers for the residents within these communities whether they are welfare recipients, at risk youth, school dropouts, unemployed and underemployed adults or older citizens that are capable and eager to work. This will entail the close coordination of educational services available from the state universities, community colleges, vocational educational institutes , secondary schools as well as specialized education programs and special charter schools for selected populations.

Recognizing the importance of education in preparing and continuously supporting the residents in securing employment and developing career opportunities as well as being a critical factor in enticing private sector investment into these areas specialized easily accessible educational academies using state-of-the-art instructional technologies should be a prominent function of the strategy.

### **Economic Development**

This aspect of the strategy will focus the establishment of a network of municipal and state-wide community development corporations and related financial institutions. These entities in cooperation with state and local banking organizations, both public and private, would provide or guarantee financial institution loans , credit enhancements or subsidies to encourage investment particularly on a large business and industry scale sufficient to stimulate job opportunities of the residents in the targeted community neighborhoods. These primary efforts will be closely coordinated with creating small business opportunities and residential and neighborhood restoration efforts to revitalize the attractiveness of the neighborhood environment.

### **Resource Mapping and Strategic Planning Software**

Essential to implementing this venture is the ability to track Federal, State and local financial resources from their point of origin in a specific agency to their point of impact in communities and state agencies. It is important that communities have the capability to clearly and simply present in a geographic information system (GIS)format either demographic data and related information concerning social problems (e.g., criminal activity, unemployment, lack of education, necessary health care, community risk factors, etc.) and concurrently information concerning the financial and human resources designed to impact those and other problems.

A software package is being developed through a joint effort involving the State of Arizona, Arizona State University, the Department of Justice and a software company, Environmental Systems Research Institute (ESRI) to test a prototype GIS program in Arizona. It should be able to graphically depict and analyze the aforementioned types of information on a map of a specific neighborhood, census tract, city, county or even on a state level and provide decision makers with a very powerful strategic and tactical planning tool. Such a tool could be used in assessing problems, developing appropriate policies, coordinating and distributing resources, planning and implementing appropriate programmatic responses as well as monitoring their impact.

This type of mapping software package could be made available to the communities participating in the Initiative as well as the public in a relatively short period of time and responsive to the following specifications:

- o uses an existing nationally recognized software platform and databases that are immediately available on a nationwide basis through the Internet and through disk, CD ROM and other formats;
- o flexible in interfacing with standard personal computer hardware and software systems common throughout the nation;
- o simple to use by a broad base of professionals with varying levels of computer skill;
- o capable of storing, updating and manipulating considerable quantities of problem and resource information from diverse data sets (e.g. economic development, welfare, employment, education, crime and physical infrastructure, etc.);
- o inexpensive to produce, purchase and update; and,
- o attractive and clear in its presentation of information for planning and development officials, particularly, policy makers and public and private organization executives.

The proposed Resource Mapping and Strategic Planning Software Tool has the potential of creating hundreds of applications that the President, Congress, mayors, governors, legislators, city and county council members and Federal, state and local department heads and their staffs can use to assess an extensive array of information in their efforts to respond to social, physical and economic problems. It could be used by universities to enhance instruction, conduct research and provide expertise to the public and private sectors. Finally, it could be used by the

private and private-not-for-profit sector in determining the type and level of services needed in particular city and county areas as well as nationally. If the information is maintained on the Internet allowing free access citizens could clearly be informed as to the status of their communities and appropriately expect elected officials to provide specific plans and strategies for resolving their concerns.

The public and private resources currently exist with regard to hardware and software technology and database information systems at the national, state and local level, assuming that a cooperative public/private relationship is created accordingly, to immediately develop and test the initial aspects of the program described above. As a result the financial and staff resources should be relatively modest to commence and relatively easy to implement.

Specific types of applications that might be developed would focus on:

- o Identification of every Federal assistance resource by type and amount from point of origin, (Federal agency) to point of distribution ( State and local agency) and (if the states and localities provide the necessary additional information), area of impact, such as, specific census tracts (e.g. distribution of criminal justice, welfare, transportation, health, economic development, education, labor block grants and corresponding subgrants and other types of Federal assistance);
- o Display and comparison of resource distribution information vis-a-vis information pertaining to crime, employment, education, income, family size/configuration, business and industries, social services, housing, streets and related infra-structure, transportation, etc.);
- o Display and comparison of recipients of Federal, state and local funds at all levels of government by jurisdiction, type of organization, problem/service population focus and type of funds.
- o Display and comparison of resources by area of the country, Congressional District, state, locality, city/county council boundaries, neighborhood, census tract even street address.

The initial “proof of concept” of the design is estimated to be on or before January 15, 1999. At that time it will be reviewed by the State and Federal partners as well as local jurisdictions and ESRI pursuant to the development of a consortium to implement a full demonstration using the entire State data set in conjunction with those of participating local jurisdictions and tribes.