

Steven

CHRONISTER REPORT

YORK County SHERIFFS Department



A Resolution for York County's
\$127 Million Dollar Crime Problem

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The Chronister Report

Ten thousand murders were prevented in New York City by Mayor Giuliani's new policies, according to Olle Wastberg, a former member of the Swedish Parliament, who nominated Giuliani for the Nobel Peace Prize in 2005 (1). 15,000 rapes and 800,000 robberies were also prevented over the past 12 years through Giuliani's concentration on crime prevention and "no tolerance" policy targeting all levels of crime.

Could that be York County? Could these policies be utilized to drive crime out of our streets, our neighborhoods, our communities?

79% of York County's General Fund Budget of \$161 million is currently spent on crime and punishment. Money that we are currently spending on expanding our court system, hiring judges, parole officers, possibly building a larger prison, etc. Wouldn't it be great to use that money for economic development, education, and benefits for our community?

York County Commissioner Steve Chronister is proposing that our county utilize some of these techniques that have been successful in New York City for the improvement of our communities and adapt them to suit our own issues. York County can approach the successful reduction of crime from several directions.

Mayor Giuliani's policies in New York City reduced overall crime by around 70%. By implementing these policies in our own county, we can take out crime.

And what does that leave room for?

Economic development, educational opportunities, community service, benefits to all our citizens. Safety, security, opportunity.

The objective of the Chronister Report is to provide our community with an idea of the plans that York County Commissioner Steve Chronister has for the improvement of our community and how everyone can benefit from those plans. These plans are based upon our goals to improve our community by providing financial aid and job skills to our young people, cutting back on crime, boosting economic development, and adjusting our educational system to benefit our children. This chapter will explain the goals of the Chronister Report more fully and provide recommendations for cutting back on the amount of York County's budget that is spent on crime every year.

Our recommendations for the improvement of York County to the benefit of all citizens are arranged in the following three parts:

- The examination and application of Mayor Giuliani's programs in New York City to our own county.
- The development of a Crime Response Unit.
- The improvement of education and outreach in the community through student participation and the inclusion of programs developed from the University of Southern California's outreach programs.

CompStat is a comparative statistical approach to mapping crime that was developed by Giuliani and Bratton in New York City (2). The CompStat program calls for precinct officers to be put in charge of many operational decisions in their certain areas of the city. Meetings are then held between the precinct officers and department executives to go over statistics of crime in the areas they are responsible for. This program was one of the contributing factors to the tremendous decrease in crime in New York City during Giuliani's mayoral term. The CompStat program is based upon Broken Windows by James Q. Wilson and George L. Kelling, which talks about how to prevent small crimes from leading to the ruin of communities through an increase in police officers on foot and an attendance to run-down areas of neighborhoods (3).

In order to catch all crimes, large and small, in York County, we are proposing the inclusion of a new unit called the Crime Response Unit (CRU). The CRU will consist of people hired from the communities they are serving to stand at intersections with police radios and report crimes to police officers. CRU will also be a job program for our young people to give them employment skills and the assistance with pursuing further education or other careers after the completion of the CRU program.

To also assist our youth through all levels of education from nursery school through college, we are proposing several outreach programs and provided classes based upon the University of Southern California's Center for Economic Development Community Outreach Partnership Center. We are also proposing new developments in our school system and budget that can help increase the benefit our school systems have

on our children. We are suggesting the addition of a Chancellor of Education to our county's employment who will be empowered to oversee education in the county and to assist our young people with their educational and employment goals.

By utilizing the successes of Mayor Giuliani's programs in New York City, the addition of the Crime Response Unit (CRU), and both the actions of USC and our own development in the school system towards improving education and outreach in the community, we can make our community a safer and more beneficial place for our citizens, our family members, and our friends to live in.

CompStat and Broken Windows

By examining Mayor Giuliani's programs in New York City and applying them to York County, we could potentially lower York County's crime rate. Giuliani's initiation of the CompStat program in New York City, along with many other policies, led to a decrease in New York City's crime of around 70%. CompStat is "a comparative statistical approach to mapping crime geographically and in terms of emerging criminal patterns, as well as charting officer performance by quantifying criminal apprehensions" (2). CompStat (short for Computer Statistics or Comparative Statistics) began in 1994 in the New York City Police Department. Led by Police Commissioner William Bratton and his Deputy Commissioner John Maple, "conventional community policing ideology" was modified by the recognition that "in order for this department to be effective in reducing crime and in responding to the needs of communities, many operational decisions should be made by commanders at the precinct level...based on the assumption that local authorities could best institute crime reduction techniques specific to their experiential knowledge of their own localities" (3). By giving the power to the precinct officers, the operation of the police department benefits from their knowledge of how to institute crime reduction techniques in their own localities (3).

The program CompStat also involves weekly meetings between ranking police department executives and local precinct officers from specific areas of New York City to discuss problems identified through the statistical mapping of crimes in those areas. This system, while increasing the authority, responsibility, and discretion of precinct officers, also enhances their accountability and holds them responsible for fluctuations in crime rate (3). This was one of the first initiatives Giuliani took as mayor, and was one of the contributing factors to the significant drop of the crime rate in New York City during his mayoral term.

The overall purpose of CompStat was based upon ideas from the text of Broken Windows by James Q. Wilson and George L. Kelling. Broken Windows addresses the reasoning behind the escalation of small crimes into large ones. The authors spent time researching and shadowing foot-patrol officers to learn about their effect on the community. According to research done by the authors, "social psychologists and police officers tend to agree that if a window in a building is broken and is left unrepaired, all

the rest of the windows will soon be broken” (4). In the same way, vandalism occurs in communities where “communal barriers” (or the regard to civility) are broken down by small crimes like littering or breaking windows. These crimes indicate that no one cares, and therefore invite criminals, people out for fun, or people who would normally not commit such an act to also vandalize or litter, generally based upon human nature (4). This theory can be applied to both upscale neighborhoods and rundown ones. Philip Zimbardo, a Stanford psychologist, tested this theory by placing two cars without license plates along streets in the Bronx and Palo Alto. The car in the Bronx was set upon in ten minutes by vandals, but the car in Palo Alto sat untouched for more than a week until Zimbardo smashed it with a sledgehammer. Soon after, passersby joined in, and the car was turned upside down and wrecked within a few hours (4). Because of the general nature of community life and the frequent occurrence of small crimes in the Bronx, vandalism begins more quickly than in Palo Alto, where small crimes are less frequent and others’ possessions are held in higher regard. But this experiment also shows that vandalism can occur in any type of neighborhood once certain communal barriers, like a regard for the property of others, have been broken down and people are convinced that no one cares (4).

Once vandalism and small crimes become more frequent, residents feel as if crime rates are increasing, and are more likely to stay inside their houses, avoid interaction with neighbors, and inevitably seek elsewhere to live. “For some residents, this growing atomization will matter little, because the neighborhood is not their ‘home’ but ‘the place where they live...’ but it will matter greatly to other people, whose lives derive meaning and satisfaction from local attachments rather than worldly involvement; for them, the neighborhood will cease to exist except for a few reliable friends whom they arrange to meet” (3). Communities such as these are more vulnerable to crime than places where citizens are confident that public behavior can be regulated.

Broken Windows also looks at surveys done on the frequency of crime, showing that young men are more often attacked than older women, not because they are easier targets, but because older people tend to stay inside more often while young men are out on the streets more often. A survey by Susan Estrich from Harvard Law School demonstrates that nearly half of citizens in Baltimore cross the street to avoid even a

single strange person. For citizens in Boston public housing projects, the greatest fear came from citizens living in buildings where disorderliness and incivility were greater than crime itself (3).

One of the goals of Giuliani and Bratton, and one of our goals for the improvement of York County, is to empower police to act on these small crimes to keep them from turning into large ones and ultimately destroying communities. Broken Windows encourages police to take action against crimes such as turnstile jumping and defacing public property with graffiti, in order to send the message that they will respond to larger crimes and the city will become safer for residents. This instills a practice of trust between the citizens of a community and the police, and encourages the citizens to report even the smallest crimes to the police department with the faith that they will be handled accordingly. By putting precinct managers in charge of supervising cops and holding twice weekly meetings, Giuliani held the managers and police officers accountable for changes in crime rates. Because of his “no tolerance” policy, total crime fell by around 70% from 1993-2004. Prison rates rose to a peak of 400 per 100,000 population in New York City, but then started a five year decline in 2000 that has allowed New York City to close prisons, wings in other institutions, and to reduce the number of prison service staff members. This has led to a savings of \$185 million per year just in staff costs in New York City (4).

Giuliani’s crime initiative legacy is summarized in Addendum I: Dialing 311: How Computers, Cops, and Creativity Reduce Crime by Fred Siegel.

Our goals with the use of the CompStat program in our own community are:

- to lower our crime rate
- to lower, or at least stabilize, the amount of our budget that is spent on crime
- to empower our police department to handle all crimes
- to ultimately make our community a safer place to live

Crime Response Unit (CRU)

York County has been suffering from an increase in crime linked with a decline in economic development. Our citizens do not feel safe walking down the streets. Our businesses are closing. Our newspapers are scattered with headlines about crimes and drug wars. Our young people are turning too often to criminal behavior.

In order to further solve the problems with crime in York County, the use of the "no tolerance" policy initiated in New York City's government by Mayor Giuliani will empower police to crack down on small, petty crimes in order to prevent more serious crimes. While benefiting the community, this will also demonstrate to citizens of York County that the police force will respond to situations reported, and will thus create a "monster police force" within the community itself that will report crimes because they trust the police department to follow through. Many times citizens in a community do not report crimes they witness because they are unsure that the crimes are serious enough to warrant police involvement, as demonstrated in Broken Windows, but by responding to small crimes, the community will know the police department's goal is to stop crime before it can happen.

To aid our county in preventing crime and targeting all crimes, large and small, before they happen, we will reach out to all people in those communities to create the Crime Response Unit (CRU). People in underserved communities will be hired to be deployed at intersections, foot patrol and riding bikes, reporting any suspicious activity. Each division will be assigned to a particular area and will be teamed with a van, which will serve as the command center. This program will endeavor to utilize the municipal police, county sheriff deputies, local police, and state police to cut crime in York County. The CRU members will work in support of York County police, and will use police issued radios to communicate with a squad car. Instead of having isolated squad cars patrolling the streets. They can be directed from one incident of criminal activity to another, thus creating a protective network around specific areas. By having a squad car with each unit in each segment of the county, the normal police response time would go from minutes to maybe seconds because the squad car will already be within the neighborhood in question when an incident is reported. This quick response time will

also discourage would-be criminals because they know they don't have time to commit a crime and get away before the squad car shows up.

The CRU will also specifically appeal to young people who maybe do not have a lot of job skills, and will provide job positions that give them skills training that they can use to pursue higher education or other employment. The CRU will not consist of typical police officers, but may be young people from the communities they are serving, trained by law enforcement to report back to an officer if they see someone painting graffiti, someone breaking the speed limit, someone littering, etc. If a citizen reports a crime in a certain area and gives a license plate number and car information for the criminal, the CRU members can also look for cars that match the description. They will be able to report all crimes to law enforcement and thus reinforce the "no tolerance" policy that we are suggesting be brought into York County's response to crime.

According to Broken Windows, the Police Foundation in Washington, D.C. developed a foot patrol project to put more officers on walking beats around the city. Based upon their results, they found that "...residents of the foot-patrolled neighborhoods seemed to feel more secure than persons in other areas... and officers walking beats had higher morale, greater job satisfaction, and a more favorable attitude toward citizens in their neighborhoods than did officers assigned to patrol cars" (4). We are proposing the use of the CRU program based upon this knowledge as a program that is specifically developed for York County's needs.

Deployment of the CRU can be based on the CompSat model of tracking crime. The CRU will also have units that can be deployed to any area in York County, in addition to having units that always cover certain areas. For example, if there is a place where a crime has occurred recently, the CRU will be called to that place to reinforce public safety and to reassure the people who live and work in that area that the police are taking action.

In order for the CRU to better improve our community and to reinforce the "no tolerance" policy that we are proposing to employ in York County. The CRU will also include a County Clean-up Crew that will drive through the streets of targeted neighborhoods and clean up debris, take care of weeds in the sidewalks, paint over graffiti, etc. According to Wilson and Kelling in Broken Windows, "untended property

becomes fair game for people out for fun or plunder, or even for people who ordinarily would not dream of doing such things...we suggest that 'untended' behavior also leads to the breakdown of community controls" (4). The County Clean-up Crew will help our community look better, which will give our citizens a better sense of security when they are walking down our streets, and will raise satisfaction in the condition our neighborhoods.

The Crew will consist of small groups of around three or four people provided with a pick-up truck, and they will also have the police radios and uniforms of CRU members so they are empowered to report any crimes they may see to police officers on duty in their assigned areas. These small groups will work with the CRU to make our streets safer, our communities cleaner, and to help repair our "broken windows." Once the CRU program is started, we can try to incorporate a system to allowing individuals assigned to community service a chance to work with the County Clean-up Crew. "Just as physicians now recognize the importance of fostering health rather than simply treating illness, so the police-and the rest of us-ought to recognize the importance of maintaining, intact, communities without broken windows" (4).

Another benefit of the CRU is the increased visibility of Law enforcement. When people walk down the street and see uniformed CRU members reporting crimes and even giving directions to lost visitors, they feel safer. People are also more likely to speak to police officers and potentially report crimes when they are out on the street, versus when they are inside patrol cars. The CRU would give people a chance to speak directly to Law enforcement and provide them with a reliable link to crime prevention. The CRU is the old-fashioned community policing that provides a bridge between citizens and law enforcement to the benefit of everyone.

Our proposals should have a chilling effect on people who are looking to commit crimes because we are targeting all crimes. Someone could rob a bank and then be caught for a small crime like jaywalking or littering. By targeting all crimes, we effectively discourage people from committing any crimes.

We are suggesting that municipal police, county sheriffs' deputies, local police, and state police also all work with CRU in responding to the crimes in York County. York County could use all aspects of law enforcement for a full attack against crime in

our county that would endeavor to take back the county for our citizens. Our goal with this project is to empower the police department to use force amplification, to take their current staff and amplify their abilities in the communities they serve. No one should feel unsafe walking through public places in our community. No child should be afraid to go to school because of crime.

Instead of trying to stop crime all at once, as has been attempted before, we propose that police take one geographic region and focus on securing that region. They can use the tactics from Giuliani's "no tolerance" and CompStat policies to cut back on crime rates and help restore communities and businesses in that single region. Once that region is secure, it can then be expanded so more area is included and more people can benefit. We are suggesting that police first target communities that are not lost, that still have some businesses and economic development, but that are in danger of losing both businesses and population to crime. Police should aim to place CRU members in those particular communities, as has been suggested in the report Broken Windows. "The key is to identify neighborhoods at the tipping point-where the public order is deteriorating but not unreclaimable, where the streets are used frequently but by apprehensive people, where a window is likely to be broken at any time, and must quickly be fixed if all are not to be shattered" (4). We are also suggesting that police focus on keeping the "safe" communities-those with growing businesses and increasing economic development, and minimal crime rates-stable and safe.

We would also call upon police to attack the entire drug business in York County. Instead of only arresting the drug dealers, as has been the general practice in the past, police will be called upon to also arrest drug buyers, effectively aiming to end the whole business. By targeting drug buyers, people who sell drugs have no one to sell to and thus cannot make profits, and by targeting drug sellers, people who buy drugs cannot continue with the habit and are either driven to leave our county or to abandon their criminal behavior. This system would also keep drug deals away from our streets and away from our citizens. The CRU members may also be able to provide assistance in this process because of their presence on the streets in the communities where many drug deals would be taking place. This way, both the dealers and the buyers will be taken off the streets in our neighborhoods and the drug business will be cut off at both ends.

The CRU program endeavors to put money straight into the hands of young people who need it and help them expand their careers. The communities affected by CRU would also benefit because the CRU members would earn an hourly wage, and would put that wage back into the community's businesses and economy, thus helping to boost economic development in York County. They now have a chance to earn money and seek careers that they may otherwise not have been able to pursue, or the chance to seek higher education. CRU management would also hold sessions with CRU members and provide assistance and resources for them to find other employment opportunities within their interests. A website would also be set up for young people to search for employment opportunities and positions available where they could use the job skills they have gained from CRU membership. CRU members could choose to apply for CRU management positions, or could if they prefer just stay in the program's employment.

Examples of other positions that CRU members could consider pursuing are: positions at the sheriff's department, 911 dispatchers, and county/city employment positions.

The CRU program makes it possible for young people in York County to follow their dreams and better their careers while improving our community. The main goal for the CRU program is to encourage young people who don't have a lot of job skills and cannot pursue further education, and who may otherwise be driven to criminal acts, to instead choose to join CRU.

CRU gives young people the chance to earn valuable job skills and to pursue either higher education or other preferred careers while reaching out to our community and learning how they can help fight crime and reach out to others.

Our goals with the CRU program are:

- to benefit our community
- to boost our economic development
- to cut back on crime in our county
- to give our young people a chance to earn job and life skills in order to pursue their own goals and careers

Education and Economic Development

Education is one of the most pivotal components of our community today. Our young people are the future of our community, and with proper teaching and benefits, they can grow up to follow their dreams and improve our world. There are many steps that we as a county can take to help ensure that our children get the best education they can in today's world. No child should fail nor should education fail a child.

The proposed Chancellor of Education position would be responsible for examining all education in the county from kindergarten to college. The Chancellor can objectively look at education across the county. Supervising a county wide mentoring and tutoring program. Implementing and finding partners for community outreach programs like the USC model, Addendum II.

The scope of their field could even include people that have dropped out of the education system, for example: the Chancellor of Education could approach the York Culinary Institute and develop an outreach program where at risk youth could develop and receive accreditations for some basic job skills. Mini courses in kitchen prep and basic cooking that could give participants from the community the ability to pursue careers in restaurants and food services. These institutions would be asked to donate these services, and in exchange they would give the students in these programs the choice to continue at the institution and apply for regular classes, potentially benefiting both the students and the institution. Classes would only be held two to three times a week at most institutions, and students would not receive full degrees, but benefit from the experiences and skills that they gain by being placed at local restaurants in need of support personnel.

One of the improvements that can potentially address the needs of many students in York County is the development of a mentoring and tutoring program. This program would identify kids who are having difficulty keeping up with other students in their grade level and give them help early on. The program would provide tutors for these children with help in math, reading, or wherever they are struggling in an attempt to improve their learning and studying skills so they can join other children in learning their schools' normal curriculum as soon as they are able. This program helps students early

on so that they do not fall even more behind later by providing students with assistance they need in learning skills they can use further on in their education and lives.

The Chancellor of Education could take on the well meaning but harmful state unfunded mandates put on our education systems.

We are proposing that York County consider benefits for students of all age groups, from the beginning of their educational career until the very end. We should provide programs and assistance to all of our young people, from nursery school through college. The addition of the Chancellor of Education would also help to give our community the benefit of improved education and more opportunities would be available to our young people.

The Chancellor of Education could take on the difficult subject of funding and budgets without having a personal turf to protect. Giuliani did this in New York City. He called for a system run by the bureaucracy to be switched so the funding and the primary decision-making falls into the hands of the principals and teachers who run the schools. By dividing the overall budget between the schools and giving the money to the principals and teachers first, and then the amount leftover to the bureaucracy, the students are directly benefited and can get the help that they need (6).

Giuliani also addressed the general opinion of New Yorkers that the city school systems were failing in 1995, and compared them with the parochial schools in New York City. Many people would be nervous about the comparison between public and parochial schools because of the differences between the two, but there are a lot of positive aspects of parochial schools that can benefit the public school system (6). Parochial schools offer parents a chance to choose which school their child wants to attend. They also have "minimal administration overhead," which means more money goes straight to the schools and directly benefits the students. The principals of parochial schools in New York City also have more freedoms, such as being able to design the curriculums of their students, school-based budgeting, and hiring/firing teachers and staff. By putting these matters into the hands of principals, schools are more directly benefited and students can get the support they need (6).

Many people also think that parochial schools only accept the students who are superior academically, but parochial schools and public schools enroll about the same

amount of students who have “multiple risk factors- meaning that they come from low-income families, single parent homes, with parents who did not finish high school and a sibling who dropped out of school” (6). And yet New York City’s Catholic schools are more successful in educating their students. Catholic schools have a 0.1 percent drop out rate, as opposed to an 18 percent drop out rate in New York City’s public schools. Students also pass the Regents competency tests at higher rates than those in public schools (6).

Many students who graduate from high school do not have opportunities to move on to higher education, or to gain job skills. By looking at the outreach programs of the University of Southern California and how these community jobs give young people a chance to learn skills that can give them opportunities to pursue higher education or to find jobs, we can use these programs to benefit our own youth and our community.

The Chancellor of Education can look for partners in local colleges and universities to provide a lot of assistance to communities through outreach programs. The USC’s Center for Economic Development Community Outreach Partnership Center (COPC) is one such example of the benefits community outreach can have, both for citizens of that community and for young people who participate. USC was voted College of the Year 2000 by *Time* Magazine because of their outreach to underserved communities in Los Angeles. The COPC is a specific department within the school that has outlined seven projects for the improvement of underserved communities in downtown areas of Los Angeles. These projects provide programs to aid community members of all age groups in improving and sustaining their communities through entrepreneurial classes, information on federal grants and loans, improving savings and asset-building, training graduates to perform outreach programs in their own communities, homeownership credit counseling and financial management, and narrowing digital divides within communities.

The projects are as follows:

Project 1: Sustainable Industrial Development

-This project concentrates funds in specific York County neighborhoods to help increase private investments and to build up neighborhoods that are losing businesses and population.

Project 2: One-Stop, Web-Based Economic Development Resource Center

-This center provides designed and developed Internet and CD-ROM based resources that allow residents of certain areas to access funding opportunities.

Project 3: Micro-enterprise Training and Financing Initiative

-This project provides business training to low income individuals who are interested in starting businesses. Micro-loans in investment capital are available (up to \$10,000) based on the quality of business plans. We would work with organizations in York County like the YCEDC to examine proposed business plans and to provide these micro-loans.

Project 4: Asset Building for Empowerment Zone and Enterprise Community Residents

-This project involves the development of IDAs (Individual Development Accounts), which are matched tax-advantaged savings accounts for low-income people. These accounts encourage people to save by matching their deposits 2:1. Public and private sector contributions usually funded the program matches.

Project 5: MUA Community Ambassadors Project

-This program focuses on young people who are considered "at risk" aged 17-23 because of poverty, deficiencies in basic educational skills, and/or a lack of career goals. The Ambassadors will train MUA (The Multimedia University Academy) graduates to perform outreach in our communities through a 20 week program, and will also serve as aides in computer labs and with non-profit organizations, and teach classes in computer use and graphic arts to community organizations. These graduates could help with non-profit organizations in York County who may need technical skills or assistance, such as the YWCA. The program will ultimately seek to recruit at-risk youth into the MUA

program, and the students will themselves have an opportunity to become MUA Ambassadors upon completing the program.

Project 6: Homeownership Credit Counseling and Financial Management Workshops

- This project provides homeownership credit counseling and personal financial management training to residents whose income would support a mortgage payment but who are disqualified by their credit history
- Participants receive aid in developing plans to negotiate with creditors and reduce and/or restructure their existing debt.

Project 7: Narrowing the Digital Divide in At-Risk York County Communities

- This project calls for the development of a program dedicated to jump-starting community-driven neighborhood revitalization. Their goal is to bridge the digital divide within selected communities and use technological capacity-building to help improve our underserved communities. A suggested way of working towards accomplishing this goal is by reaching out to cable providers in our area for donations, and examining ways to set up wireless Internet access in our communities.

****Above information cited from Reference 7**

Full text of USC's outreach programs is attached as Addendum II.

The Community Outreach Partnership Center (COPC) uses resources that the university has and gives students who desire to improve their communities the means to use their talents to benefit others. They also use resources donated from local companies such as computer hardware and software to help meet the needs of these underserved communities.

The programs of the COPC that are used to benefit underserved communities in Los Angeles have benefited several communities since their initiation. These programs

can also be utilized in our own community. By cooperating with York County colleges, high schools, non profit organizations, and other businesses for support and donations, these programs can be incorporated into our own communities for the benefit of all age groups. We want to propose these outreach programs to universities and work with our local universities to develop them for our community's needs, and for the benefit of our young people. These programs have helped save communities at risk in downtown Los Angeles for many of the same reasons that several York County communities are at risk today- loss of business, lack of population, and rise in crime. These programs work with community members to benefit everyone who lives and works in those communities while giving young people a chance to learn job and life skills and how to utilize them for the improvement of our community.

These programs give our community a chance to bolster its economic development, assist its young people, and improve its conditions from the inside out. USC offers classes for citizens to take, instructional materials, and programs like the Ambassador's program that give young people and students a chance to get the training they need to find jobs or to be accepted into universities. By encouraging York County colleges and schools to utilize resources and reach out into our communities, we can increase our economic development while lowering our crime rate.

We also want to propose actions to improve economic development on a micro-level through these programs. By instituting programs to help our citizens purchase homes, establish savings, and develop job skills, we can give them the ability to improve our community themselves. We would speak with community banks about providing micro-loans for the development of small businesses in our community. By working with the York County Economic Development Center, which reviews pitches for new business plans, we can help those who wish to start new businesses in our community. All of these operations would seek to increase York County's economic development with subtle techniques that can empower our citizens to develop significant changes as part of an approach that hasn't been tried in the past.

By developing outreach programs in our community and working to both improve our neighborhoods and give our young people opportunities, York County will benefit as a whole.

Our goals for education include:

- to offer our young people other choices
- to give them the chance to earn job and life skills
- to reach out to our citizens and improve our communities

Conclusion

These programs are the examples of the power of young people to reach out to the community while also learning useful life skills themselves in the process. They are suggestions for our community, actions that we can take based upon what has been successful in other neighborhoods with many of the same problems our own community faces. These ideas have been successful in some very difficult neighborhoods such as Watts in Los Angeles and the Bronx in New York City, and we can apply them to our own smaller county problems. By initiating programs such as these, we plant seeds that grow into steady economic development, the decrease of crime, the increase of community outreach, etc. We can take what works in the programs and utilize it, and observe what doesn't work and learn from it. There are a lot of different aspects to all of the outreach programs and suggestions for fighting crime that we are suggesting, and if we try these in our community, we can take those that flourish and support them, build upon them to help our citizens benefit.

By instituting some of these programs, we can also counteract the negative spiral that crime creates in neighborhoods. When crime takes over a community, it destroys jobs in that community, giving young people few other choices but to become involved in crime. They cannot find employment, may not have Internet access to look for opportunities online, and are sometimes afraid to leave their homes to use computers elsewhere. Economic development and education are also rendered ineffective by the negative spiral of crime. What we want to do with these programs is create a positive spiral in our community by taking out crime and giving our citizens alternatives. They can sign up for the CRU program, find employment, and get placement at higher education institutions. We want to overcome any hindrances to the improvement of our neighborhoods and turn our underserved communities into communities of opportunity, where our citizens can contribute to the positive spiral by earning paychecks and spending them at local businesses.

We will ask for resources from local businesses to be donated to these programs, to teaching the community how to improve from the inside out, and ask our higher education institutions to offer classes in economics and technology to participants within the community.

When we were children just starting to think about what careers we wanted to pursue in our lives, and someone asked us what we wanted to be when we grew up, we said things like, "Firefighter! Astronaut! Dolphin trainer! Horseback riding champion! Racecar driver!" Since then, some of our career decisions have changed. But why shouldn't everyone have the opportunity to pursue whatever career they want? By instituting both outreach programs and the CRU program, we can give our young people the chance they deserve to follow their dreams. By examining Giuliani's successful innovations in New York and using the CompStat program in our own society, we can drive crime out of our county and make room for economic development, improvements in education, and citizens' security. All of these proposed actions are the suggestions of citizens in York County who want everyone in our community to feel safe, secure, and satisfied with their lives and their county.

ADDENDUM I

"In Character"

Dialing 311: How Computers, Cops, and Creativity Reduce Crime (8)

When Rudolph Giuliani was first elected mayor of New York City in 1993, the nation's best and brightest, including most city dwellers, had written off urban America.

After the Los Angeles and Crown Heights riots in 1992, it was generally taken for granted that the inner city was no longer controllable and that residents of inner cities could not be held to the same standards as society at large. More than two thousand New Yorkers were murdered in 1990, an all-time high, and forty children were killed by stray gunfire in the first six months of the year alone.

And where were the police when all this was going on? Largely confined to their patrol cars, they merely responded to crimes that had already occurred. And many "victimless crimes" didn't even merit their response. The "no car radio" signs on people's windshields – notes written from residents directly to the city's thugs – emphasized how small a role the police were playing. And the future seemed certain to offer more of the same.

Senator Daniel Patrick Moynihan, long one of New York's wise men, feared that the illegitimacy rate rendered law enforcement an exercise in futility, counseling that "the out-of-wedlock ratio in New York City today [tells us] what the situation of teenagers in high school will be in sixteen years' time ... the next two decades are spoken for.... There is nothing you'll do of any consequence, except start the process of change. Don't expect it to take less than thirty years." And no one expected that a change in New York's leadership would alter the situation. George Will spoke for many conservatives when he dismissed Giuliani's election as "irrelevant." The idea that a bloated government bureaucracy – no matter who was in charge – could produce a drop of innovation or creativity seemed laughable.

Looking back, it seems more than a little surprising that a country that prides itself on innovation – our Founding Fathers were nothing if not creative – and a city that has been at the center of intellectual, business, and cultural life for so long, could have given up looking for creative solutions to its problems so quickly. Indeed, it seems the critics spoke too soon. Now, less than fifteen years after these depressing pronouncements, crime in New York is at a forty-year low, and such despair seems unthinkable as one walks through the growing number of safe, vibrant, and increasingly wealthy neighborhoods all over the city.

How this change occurred is the story not of one man's totalitarian control of the city – as Giuliani's administration was sometimes portrayed – but rather of a set of new ideas about urban government, and the people, the environment, and the technology that made their implementation possible. Now these new ideas are being carried over into almost every facet of city life, so that fifteen years hence we may recall the triumph over crime as only the beginning of a new way of looking at and managing cities.

The first of these ideas, now well-known, is the "broken windows" theory, originally put forth by George Kelling and James Q. Wilson in the *Atlantic*, which argued that by stopping the small crimes that had long been effectively decriminalized police could take the felons off the streets and undo the disorder – the broken windows – at the same time. The idea of cracking down on squeegee men (who wiped windshields of cars stopped at traffic lights and then demanded payment from drivers) and fare-beaters in the subways was mocked at the time. Why bother with minor infractions when muggers and murderers were running free? But when it turned out that nearly one in six fare-beaters was either carrying a weapon or was wanted on an outstanding warrant, the new administration knew it was on the right track.

Once the lowest-hanging fruit had been effectively picked, that is, once the most brazen or stupid criminals had been caught, the administration began to explore other ideas for controlling crime. They began with looking at the crime statistics. Police Commissioner William Bratton recalls, "As far as the department had been concerned, statistics were not for use in combating crime, they were only for keeping score at the end of the year. Even then, the only statistics they paid attention to were the robberies. But even that was smoke and mirrors.... Nobody used them for anything." But suddenly, the same numbers that police officers, city councilmen, mayors, and reporters had been staring at sadly for decades became the key to solving the city's crime problems.

The man who first looked at these numbers in a different, creative way was deputy commissioner Jack Maple. One of those incredible New York characters – he sported a bow tie, homburg, and spectator shoes – Maple claims he first got the idea for COMPSTAT (computerized statistics) in early 1994 while soaking up a few at Elaine's, a tony East Side watering hole.

Maple asked for all the criminal incidents for East New York, the dangerous 75th precinct, to be mapped with push-pins. The information was gradually entered into a computer system, which allowed map projections of various kinds of crime to be superimposed on each other. "For the first time," notes police historian Eli Silverman, "all the crime and arrest data that were floating in the vast NYPD universe were brought together." Like many innovative ideas, this seems like common sense in retrospect. But at the time, when police spent most of their time

simply responding to emergency calls, and precincts' passivity, territorialism, and distrust of City Hall put a damper on the sharing and gathering of information, this was ground-breaking stuff.

As with many creative ideas, COMPSTAT used old ideas in a new context. Urban data-mapping has been around since at least 1854, when Dr. John Snow mapped more than 500 cholera deaths in London and found that they clustered around a single water pump. But no one had previously thought of putting urban mapping to use in preventing crime. Moreover, New York was relying on outdated technology. Once they began using computers, the data could be mapped more quickly and efficiently.

But new information and new ways of looking at it could not be the whole solution. The entire role of the police force in an urban environment had to be reconsidered. Under previous city governments, many police had been kept off the streets in order to reduce corruption. The more the police were allowed to interact with lawbreakers, the more chances there were for officers to accept bribes to look the other way or become involved in crime themselves. Police were also supposed to avoid conflict as much as possible. After the Crown Heights riots in particular, city authorities became more concerned with tamping down racial tensions than with fighting crime.

The Giuliani administration changed the role of police in the city. At what became the daily 8 a.m. COMPSTAT meeting, the previous day's crime statistics were given to the police department leadership. For the first time, the precinct commanders could plan their daily operations on the basis of up-to-the-minute crime information sorted by category of crime and mapped out block by block. Suddenly the job of the police was to prevent crimes, not just respond to them. Specifically, COMPSTAT gave the NYPD the ability to overcome a problem called "displacement." When the Tactical Narcotics Teams had performed raids in previous years, criminals just moved over a few blocks. With accurate and instantaneous mapping, open-air drug markets were broken up over and over until they either dried up or were driven indoors where they did less damage. And when the data showed that drug crime and gun crime existed in overlapping geographic areas, drug units were replaced with Street Narcotics and Gun Units that ran round-the-clock buy and bust operations. Suddenly, the statistic each precinct was concerned with was not the number of minutes it took to respond to a crime, but the number of "collars" they made per day.

COMPSTAT also changed the relationship between the precinct commanders and the brass, breaking through the traditionally rigid layers of authority. The effect, as one Brooklyn precinct commander put it, was that "we," meaning the rank-and-file and the department leadership, "are more and more on the same wavelength." But it also put the precinct commanders in a tough spot. If there had been a surge in muggings or burglaries on a

particular block, they were expected to analyze the problem and explain what they intended to do about it. If they didn't solve the problem in a timely fashion, it was their jobs on the line.

As Professor Eli Silverman, in his article "NYPD Battles Crime, Innovative Strategies in Policing," explains, "The top of the chain was demanding that precinct commanders finally take ownership of crime control – an idea that became central to the COMPSTAT meetings – and the commanders, their feet to the fire, were instilling that same idea in their men on the street." Louis Anemone, then-chief-of-patrol, recalls his delight in hearing one commander report, "I have four robberies." Before COMPSTAT, apparently, most precinct commanders didn't use the first-person pronoun in reporting crime statistics.

The results of these innovations in city governance were remarkable. In 1994 crime dropped by 12 percent, followed by 16 percent declines in 1995 and 1996. The biggest declines came in the hardest-hit neighborhoods, mostly in the outer boroughs. And fear seemed to decline even more rapidly than crime. Just as the belief in the intractability of the city's problems encouraged despair among law-abiding people, the creative solutions to urban problems begot a certain optimism among the city's population. The change was palpable. A virtuous (as opposed to vicious) cycle was set in motion, in which law-abiding people spent more time in public places, and, as good uses of public space drove out bad, more people were drawn back into the public life of the city.

Time, whose 1990 cover story "The Rotting of the Big Apple" had generated enormous dismay, trumpeted the change by placing Bratton on a 1995 cover. As murder rates plunged to a twenty-five-year low in the first half of 1995, *New York* proclaimed "The End of Crime As We Know It."

Though he didn't believe that crime would disappear entirely, Bratton realized it was possible for creative ideas to change behavior, something the city's detractors, and even people like Senator Moynihan, had doubted. That meant 163,428 fewer felonies between the start of 1994 and the end of 1996, a year that saw the city's lowest number of crime complaints in more than a quarter century. The big crime, murder, dropped 16 percent in 1996 and had already fallen by nearly half since 1993.

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The problems of an urban environment, though, are hardly solved. And COMPSTAT is now being understood as an evolving and expanding tool. "COMPSTAT has changed over the years," says Detective Walter Burns, a spokesman for the New York City Police Department. "We've added different elements. The original concept was just dealing with precinct commanders. But one would come in and say, 'My problem is narcotics and I don't have a narcotics group. So bring narcotics into COMPSTAT.' One says, 'I'm having a big problem with kids stealing cars.' Now auto theft

is part of COMPSTAT.”

And there’s no reason the COMPSTAT system and the ethos of accountability that goes with it should apply only to crime numbers. New York now has, in order of their introduction, TRAFFICSTAT (also run by the police), TEAMS (Total Efficiency Accountability Management System – a prison governance system which led to the infamously brutal Rikers Island becoming the safest prison facility in the nation, according to a report by the Rockefeller Foundation), and PARKSTAT, which rates public parks for cleanliness and safety, and features monthly COMPSTAT-like meetings. The percentage of parks in New York rated acceptably clean and safe by the department rose from 47 percent in 1993 to 86 percent in 2001. Finally, in August 2001, the Giuliani administration announced the Citywide Accountability Program (CAPSTAT), which required all city agencies to develop programs that implement the essential elements of COMPSTAT. The agencies must collect data about their work and hold regular meetings with managers to find solutions to the problems revealed by the data.

And now the idea has spread across the country. By 2000, a third of the country’s 515- largest police departments had implemented a COMPSTAT-like program, according to a Police Foundation study. Bratton, now chief of the Los Angeles Police Department, has taken COMPSTAT west with him, instituting it in America’s second-largest city last fall.

“That’s an amazing diffusion of innovation,” says David Weisburd, the lead investigator of the study. “I compared it to diffusion rates of the fastest growing innovations, agricultural innovations, and social innovations like birth control. Most innovations take a very long time to spread. This one, in comparison, was extremely fast.” The researchers at the Police Foundation believe that COMPSTAT’s popularity came from its top-down model of authority. “COMPSTAT emphasizes putting pressure on commanders,” Weisburd says. “The drama occurs with the higher-ups.”

Like their colleagues in New York, officials in other cities have created COMPSTATs for other problems – or combinations of problems. Baltimore, Maryland, has implemented a CITISTAT system that tracks city government as a whole. City agencies provide regular data about their work to a central office that analyzes the data and creates reports for the mayor. “The charts, maps, and pictures tell a story of performance, and those managers are held accountable,” explains Matt Gallagher, director of operations for CITISTAT. Since the program was implemented, Baltimore has experienced a 40 percent reduction in payroll overtime, saving the city \$15 million over two years, while taking on such indicators of urban blight as graffiti and abandoned vehicles. But the idea itself is not enough. The consistency of the statistics and the extent to which managers are held accountable are the keys to ensuring the success of these programs, which is why other cities have yet to experience

the same level of success as New York. "The managers have to feel top management is serious about it," Silverman says, and management has to stick to it.

And the system itself is far from perfect. Even COMPSTAT's most ardent proponents concede that these programs do have some downsides. "What is not counted tends to be discounted," wrote Dennis Smith and William Bratton in a Rockefeller Institute Report. Commanders tend to overlook other indicators of police performance, such as civilian complaints and patterns of police misconduct, including too-aggressive policing and a lack of respect for citizens. Sidney L. Haring, a professor of law at City University of New York Law School, and Gerda W. Ray of the University of Missouri, St. Louis, wrote in 1999 that as the police strove to increase arrests they did not keep track of how many people they stopped and frisked on city streets. "That all of this scientifically structured, aggressive police work could be pulled off without even the most rudimentary data about its result reveals the hollow core of the social scientific foundation of New York City's highly managed policing. COMPSTAT is no better than its flawed database," Haring and Ray noted. Indeed tracking systems are only as good as the numbers that guide them. There's a temptation for commanders feeling the heat to downgrade felonies to misdemeanors, making the crime rate in the area appear lower than it really was. Since COMPSTAT went into effect, "at least five police commanders have been accused of reclassifying crimes to improve their statistics, which are reviewed at sometimes contentious weekly COMPSTAT meetings," William K. Rashbaum reported in the *New York Times*.

Despite these difficulties, there are some who see potential for COMPSTAT beyond the local level. *City Journal* writer Heather MacDonald has argued that we need a federal version of COMPSTAT to monitor terrorist investigations. "The NYPD, for instance, could target enforcement activities on suspected terrorist groups and then apply the strategy that worked so well for street crime: treat every arrest as an opportunity to get information about other crimes.... Even New York's Human Resources Administration - which has discovered 10,000 fugitive felons, including twelve murderers, on its welfare rolls, since it began cross-checking recipients' fingerprints against a national database of outstanding warrants - should check recipients against Interpol terrorist data too."

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When Mike Bloomberg succeeded Rudy Giuliani as mayor in 2001, many voters were hoping he could simply ensure that these new policies would stay in place and help the city maintain its new safe environment. But Bloomberg, who made his fortune managing and presenting financial data on his ubiquitous and eponymous Bloomberg terminals, actually hit upon another creative idea, 311, a citywide number for all non-emergency calls that provides services and information while at the same time vastly increasing the city's store of knowledge.

Prior to 311, most non-emergency calls were taken by the misleadingly named Mayor's Action Center, headed by Fletcher Vredenburg, who first came to public attention when he posted an essay online declaring that he was sick of "gripping, often whining, often stupid New Yorkers ... dumb f---s from the public to dumber f---s that work for the city. I've had two cases where cops took in cars that had been stolen and then were at a loss to even give a hint to their owners about where they might be. Every day someone gets thrown off welfare improperly because an imbecilic caseworker can't tell her ass from a hole in the wall ..." He concluded: "So I take painkillers, sleep a lot, and think about killing every citizen and employee of New York City every minute I'm awake."

Vredenburg's outburst was over the top, but doubtless many New Yorkers felt the same way about calling in for help as he did in receiving their calls. As recently as 2003, New York City had more than forty call centers employing over 800 employees, not to mention automated lines. Many of the operators worked on hopelessly outdated computers, while others relied on a fourteen-page phone book of city services with more than 4,000 entries. In fact, many callers grew so frustrated with the city's information centers that they called 911 to get their questions about garbage pickup answered, thereby creating enormous problems for the city's emergency service operators. "There are 11 pages of listings in the phone book under New York City," said Mayor Bloomberg, as he shepherded the \$13.1 million 311 center through in the midst of budget cuts. 311 is now staffed by 200 workers handling over 10,000 calls daily. Operators who take seven weeks of training in phone manners, computer skills, and the city's geography offer services in 170 different languages.

But New York's 311 system did far more than create a single clearinghouse for non-emergency city services and information. It also provided the city with an unprecedented array of data that, in conjunction with the other departmental statistics gathered, creates an innovative way to monitor and demand efficient results.

And this is only the tip of the iceberg. 311 may prove an even bigger civic innovation than COMPSTAT. The city learns from each problem reported to 311 - it knows which blocks have graffiti problems and which landlords won't turn on the heat - which perhaps is why the mayor himself frequently calls in to report potholes and other such problems. 311 extends the city's grasp of itself, adding millions of observers to its information network.

There are still kinks to be ironed out. The city continues to misrepresent 311 as a simpler way to get your problems solved. But the same unresponsive city agencies are on the other end of a lot of these calls. If you make a justified complaint to the Department of Environmental Protection, for instance, it'll still take them a week to get there.

What finally elevates New York's 311 system over other cities' is that while it helps keep 911 clear for emergency calls, like Baltimore's, and performs constituent services, like Chicago's, it is also integrated into CAPSTAT, so that instead of being a reactive system (like 911, which is predicated on a crime happening before the police respond), it can handle problems before they become emergencies, or even major hassles. And the numbers it generates are an incentive for the mayor to keep service levels up, problems down, and response times short, and for city managers to stop trouble before it happens.

New York's 311 is not a new solution to an old problem so much as an entirely new paradigm, a new form of urban introspection. As Johnson has it, "the government learns as much as the callers do. That's the radical idea at the heart of the service: Every question or problem carries its own kind of data." As the city continues to examine itself in previously unthinkable ways, suddenly the problems of urban living don't seem so intractable. Maybe creative solutions to the difficulties of governing didn't end with the Constitutional Convention.

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Fred Siegel is the author of *The Prince of the City: Giuliani, New York, and the Genius of American Life* from Encounter Press. Harry Siegel, the editor-in-chief of *New Partisan*, is writing a book on gentrification in New York.

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ADDENDUM II
USC Community Outreach Partnership Center (COPC) (7)

Project 1: Sustainable Industrial Development

USC Lead: USC Center for Economic Development

Community Partner: The Community Redevelopment Agency of the City of Los Angeles (CRA)

Project Description:

This project will assist business and property owners within the 20 block industrial area bounded by Olympic Boulevard on the north, Pico Boulevard on the south, Soto Street on the west and Grande Vista Street on the east. This community has asked for economic development assistance so: the business improvement district it is forming will address its needs; CRA-planned improvements will reflect community concerns; and a proposed new industrial park will improve area property values. This project will offer:

- * Education and information dissemination to businesses and landowners within the project area regarding formation of a Business Improvement District (BID);
- * Consensus-building training to BID Formation Committee members and the Industrial Business Watch Group;
- * Assistance designing a concept for security improvements in the area; and
- * Assistance in concept design for a proposed industrial park.

In 1992, a survey of businesses in the project area revealed that location is the primary reason for remaining in this Boyle Heights neighborhood. However, over 60% of the businesses believe the future outlook is declining. Issues and concerns of the local community at that time included: the age of the industrial base; lack of parking; substandard truck access or turn around space; poor street lighting; lack of landscaping; trash dumping; issues related to the area's homeless population; crime and graffiti; environmental issues including ground contamination; loss of local industries and jobs due to high property taxes; increasing workman compensation claims and expenses; city fees; relocation of the furniture industry to Mexicali; and lack of incentives to attract new industry.

The Industrial Business Watch Group, a voluntary membership group, has been working on addressing the economic development issues in the target area for this project. It has invited USC's participation in educating and informing fellow business owners about the opportunities of forming a Business Improvement District.

The following agencies recognize the economic development need for this project:

- * The City of Los Angeles Consolidated Plan 2000-2003, First Year Action Plan 2000 - 2001 is funding a Targeted Neighborhoods Initiative in Boyle Heights;
- * The Community Redevelopment Agency of the City of Los Angeles includes the target area in its Adelante Eastside Project Area;
- * The State of California includes the area in the State Enterprise Zone; and
- * The Federal Government includes the target area in the Los Angeles Empowerment Zone.

The TNI concentrates CDBG funds in twelve declining Los Angeles neighborhoods to increase private investment and revitalize neighborhoods. Stakeholders guide the TNI, for example, local TNI neighborhood groups determine project activities. During its third year of operation, the Boyle Heights TNI has been concentrating on the commercial districts in Boyle Heights.

Project 2: One-Stop, Web-Based Economic Development Resource Center

USC Lead: USC Center for Economic Development

Community Partner: South Los Angeles Economic Alliance (the Alliance)

For Information on How To Prepare Federal Grant Application, Please [Click Here](#).

For Information on How to Apply For SBA Loans, Please [Click Here](#).

Project Description:

The South Los Angeles Economic Alliance is a confederation of community-based organizations serving the economic development needs of South-Central Los Angeles. Alliance members have requested basic training in preparing grant and loan applications, and assistance identifying sources of more in-depth training. For this project, the Center will design and develop Internet and CD-ROM-based resources enabling residents of the target area to access funding opportunities. Specific modules will train users to prepare grant and loan applications, and provide 2000 Census data economic indicators describing the EZ/EC Zone to use in grant applications. This project builds on work the Center has already completed building a web site linking the community to economic development resources.

Project 3: Micro-enterprise Training and Financing Initiative

USC Lead: USC- Central Los Angeles Small Business Development Center
Community Partner: California Federal Bank

Project Description:

The objective of this program is to provide low-income individuals with opportunities to stabilize and increase their earning capacity through small business training and financing. The Micro-enterprise Training and Financing Initiative will provide business training to low-income individuals interested in starting businesses. Micro-loans up to \$10,000 in investment capital will be available based on the quality of business plans. This project will assist new, low-income entrepreneurs by providing outreach, training, technical assistance, and start-up capital (provided by California Federal Bank). There will be three classes training 75 entrepreneurs during the three project years.

Following are the major project tasks:

- * Extensive outreach to grassroots-level groups like the Brotherhood Crusade's African-American Unity Center, Watts Labor Community Action Committee and other Community-Based Organizations with which Small Business Development Center has working relationships.
- * Assessing the viability of basic business ideas and applicants' suitability for inclusion in the training program.
- * Providing FastTrac Entrepreneurship training to selected applicants over a seven-week period.
- * Working with participants to complete feasibility studies of proposed ventures.

At the end of the class, and upon submission of completed feasibility studies, Small Business Development Center will refer the most realistic and viable plans to a judging panel for consideration. Participants whose plans make the first "cut" will then be invited to "pitch" their plans to this panel. Based upon the quality of the plan, the judging panel will make recommendations to California Federal Bank regarding which candidates should be funded. USC Small Business Development Center will provide borrowers with post-loan technical assistance in specific areas such as product sourcing and marketing, management and operations, cash management, etc.

Project 4: Asset Building for Empowerment Zone and Enterprise Community Residents

USC Lead: Small Business Development Center

Project Description:

This project will determine the best approach for establishing a community-based program offering Individual Development Accounts (IDAs) to provide an opportunity for savings and asset-building in the EZ/EC Zone.

Individual Development Accounts (IDAs) are matched, tax-advantaged savings accounts for low-income people. They provide individuals with incentives to save by matching their deposits 2:1. Public and private sector contributions usually funded the program matches. Participants may withdraw accumulated matches only for "approved" uses, such as home purchase, home repair, micro-enterprise, retirement, or post-secondary education. Savers may withdraw their own accumulated contributions for any purpose.

IDAs are very similar to Roth IRAs, but they include matches for the poor. Roth IRAs are savings accounts in which after-tax dollars accumulate interest tax-free and are available to the account owner for use in retirement, home purchase, or post-secondary education. Poor people are in low or negative tax brackets, so the tax incentives for IRAs are not strong, hence the matches. Also, the matches help savings accumulate sufficiently and quickly enough so that savers are less likely to become discouraged or withdraw money for some short-term use.

The major tasks of the proposed asset-building project are:

- * Conducting research to learn about the savings behavior of residents in the Empowerment Zone;
- * Educating and interacting with community-based organization leaders to establish IDAs through various organizations; and
- * Initiating an IDA program at one community-based organization.

The project will include a survey of at least 100 low-income residents to gain insight into their savings behavior. BEN staff will also conduct one-on-one interviews with the chief executives and staff of at least ten community-based organizations to obtain feedback on setting-up an IDA program within the Empowerment Zone. Finally, BEN will establish an alliance with one community-based organization interested in starting such a program, and provide technical assistance in program design and implementation.

Education and Job Training

Project 5: MUA Community Ambassadors Project

USC Lead: The Multimedia University Academy (MUA) Project

Partners: The Housing Authority of the City of Los Angeles, The Dolores Mission, The East Los Angeles Skills Center, The Gang Violence Bridges Project, The Pacific Asian Consortium for Employment, Fremont Senior High School, Jefferson High School, Locke Senior High School, Verbumdei High School, and Woodrow Wilson High School

Project Description:

The mission of the MUA is to create a "career pathway" in multimedia production technology for young people aged 17 to 23 years. The MUA focuses its outreach on those young people "at risk" because of poverty, deficiencies in basic educational skills, and/or a lack of career goals. The MUA is open to all who might benefit from it, particularly women and under-represented minorities. The MUA program offers students an opportunity to acquire academic, learning, and social skills that will enable them to pursue advanced education, acquire advanced computer technology skills, and find gainful employment in the field of multimedia technology production.

The MUA Community Ambassadors project will train MUA graduates to perform outreach in their own communities (e.g., high schools, community organizations) among other at-risk youth. The Ambassadors will counsel students on employment prospects in information technology, the MUA, and other post-high school programs. They will also serve as aides in computer labs and with non-profit organizations, and will teach classes in computer use and graphic arts at community organizations. Ultimately, the MUA Ambassadors will recruit at-risk youth into the MUA program - students who will themselves have an opportunity to become MUA Ambassadors upon completing the program.

The MUA is currently a 20-week program during which students receive instruction in job training skills, workplace behaviors, building basic skills, learning strategies, career planning, employment placement, and evaluation and planning for advanced education all within the focus of a computer and multimedia curriculum. At the end of the training period, there should be a measurable improvement in student skills leading to student placement in entry-level multimedia employment and/or acceptance at advanced education institutions. In addition, the MUA Ambassadors will increase their awareness of community outreach programs, foster participation by the target population in outreach programs, and significantly increase confidence in the community and chances for success in employment and other training programs

Housing

Project 6: Homeownership Credit Counseling and Financial Management Workshops

USC Lead: USC-Central Los Angeles SBDC Technology Center

Community Partner: Consumer Credit Counselors of Los Angeles

Project Description:

The objective of this project is to reduce the barriers to homeownership of poor or no credit by providing homeownership credit counseling and personal financial management training to 60 EZ/EC residents whose income would support a mortgage payment, but who are disqualified by their credit history. By confronting and fixing their credit problems in a supportive environment, and by learning how to develop budgets to better manage personal and household finances, participants will be economically empowered. This will help prepare them for homeownership.

Components of this training effort will include: common credit challenges; how to work oneself out of credit problems; how to establish credit; and how to manage personal and household finances. Interested participants will receive assistance in developing plans to negotiate with creditors and reduce and/or restructure existing debt. One-on-one technical assistance will be available to participants who need additional help in creating household budgets and financial plans. Participants will then obtain referrals to local programs providing assistance in housing acquisition, such as the Neighborhood Housing Services Program, or the City of Los Angeles Small Sites and Home Works! Programs for first-time homebuyers.

Neighborhood Revitalization

Project 7: Narrowing the Digital Divide in Boyle Heights and Vernon-Central

USC Lead: USC-Center for Economic Development

Community Partners:

The Los Angeles Neighborhood Initiative (LANI)

(<http://www.lani.org/>)

Boyle Heights Recognized Community Organization (RCO)

Vernon-Central Recognized Community Organization (RCO)

Project Description:

The Los Angeles Neighborhood Initiative (LANI) is a nonprofit organization dedicated to jump-starting community-driven neighborhood revitalization. LANI accomplishes this by providing designated declining communities with:

- * Seed funding for improvement projects;
- * Hands-on training in project planning and implementation; and
- * Technical assistance in the development and support of sustainable community organizations.

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