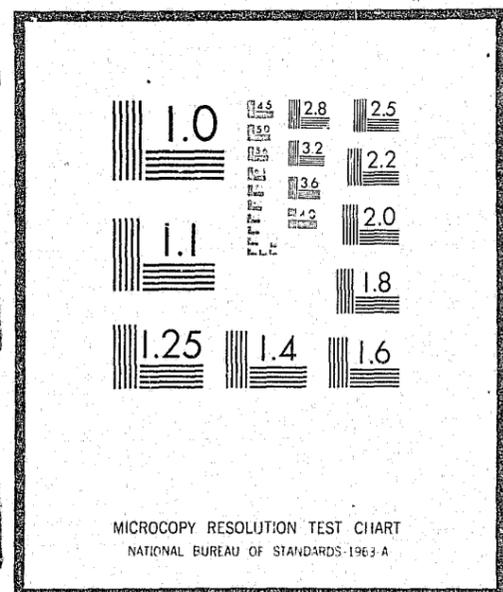


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Westinghouse Justice Institute

R-73-121  
May 1973

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ACQUISITIONS

COORDINATION OF  
MULTI-AGENCY FEDERAL EFFORTS

REGION VI, LEAA

Westinghouse Public Management Services

2040 Ardmore Boulevard  
Pittsburgh, Pennsylvania 15221

371 West First Street  
Dayton, Ohio 45402

1911 Jefferson Davis Highway  
Arlington, Virginia 22202

Box 1693, Baltimore, Maryland 21203

FOREWORD

Mr. David Dehlin, Regional Administrator; Mr. Denny Pace, Deputy Regional Administrator; and Mr. Joe Parker, Special Assistant to the Regional Administrator and Federal Regional Council Representative, Region VI, Law Enforcement Assistance Administration, Dallas, Texas, requested technical assistance from LEAA Technical Assistance Division. A system was needed for the establishment of procedures for a coordinated Federal effort and review process which would eliminate duplication and overlapping of federal programs and projects that in any way interface with programs and projects of other federal funding agencies. Region VI of the Law Enforcement Assistance Administration was to serve as a model for the establishment of a multi-agency coordinated effort. In response to this request, the Westinghouse Justice Institute (WJI), under the terms and conditions of LEAA contract J-LEAA-016-73, U.S. Department of Justice, provided the services of Senior Management Consultant Robert Sheehan. The results of the study, including a newly devised set of procedures for a viable interagency federal coordination system of LEAA programs and projects, are documented herein.

ERJPE

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## INTRODUCTION

Upon arrival at the LEAA Regional Office in Dallas, Texas, on March 27, 1973, the Westinghouse Justice Consultant (Robert Sheehan) received briefings from Mr. David Dehlin, LEAA Regional Administrator, and Mr. Joe Parker, Special Assistant to Mr. Dehlin and LEAA Representative to the Federal Regional Council for Region VI. These briefings were subsequent to an initial briefing the previous day by Mr. John F. Francini of the Westinghouse Justice Institute, who furnished the Consultant with the Request-for-Technical-Assistance form and a general outline of project goals.

The objectives of the briefings were to:

- (a) Examine the role of the Federal Regional Council, Region VI, as an instrument for federal program and project funding coordination;
- (b) Evaluate the work of the Federal Regional Council to date with respect to expectations built into the design of this research effort;
- (c) Establish the need for a reexamination of current procedures and the development of a new, innovative, and workable system to facilitate coordination;
- (d) Define in precise terms the scope and objectives of the technical assistance project to be undertaken;
- (e) Develop a conceptual research framework in keeping with the scope and objectives of the project;
- (f) Identify relevant sources of information having a bearing on the research to be conducted.

All six objectives were met, giving the Consultant a well-defined work plan for the accomplishment of the project goal.

#### PROJECT GOAL

The goal of the T/A Consultant is to design a simplified system for interagency coordination of all federal-grant programs and projects emanating from or administered by federal funding and assistance agencies. Region VI of the Law Enforcement Assistance Administration is to be used as a model Task Force leader for an initial, pilot coordinating program. The model is to be designed such that, after trial and evaluation, it could be extended to other federal agencies in Region VI and eventually to all federal agencies in all federal regions.

Because hardware capabilities for the implementation of a computerized system do not exist, this experimental model has necessarily been designed as a manual mechanism. In designing the mechanism, however, full consideration has been given to the basic needs of a more involved and comprehensive system which could easily lend itself to an eventual computerized effort.

Once the system herein described has been implemented by Region VI of the Law Enforcement Assistance Administration and evaluated and refined by all concerned federal agencies in accord with yet-to-be-determined needs of system participants, then a phase II activity should be designed to establish a more workable computerized program for timely and productive grant coordination, probably on a national basis.

As revenue sharing becomes more and more of a reality in terms of its implementation, the mechanisms for coordination developed in this project can easily be adopted by state and local governments (with or without the federal government being used as a coordination base) to eliminate local duplication and overlapping of programs and projects.

#### PROJECT BACKGROUND

On February 10, 1972, President Richard M. Nixon issued Executive Order 11647, establishing Federal Regional Councils and describing the functions of the Councils. Because the entire Executive Order, particularly the tone and definitive qualities of its demands, is not only very much germane to issues which influenced the initiation of this project but also extremely articulate in terms of governmental aspirations for program coordination, it is reproduced in its entirety below.<sup>1</sup>

<sup>1</sup> Federal Register, Vol. 37, No. 30, Saturday, February 12, 1972

Executive Order 11647

Federal Regional Councils

The proper functioning of Government requires the development of closer working relationships between major Federal grantmaking agencies and State and local government, and improved coordination of the categorical grant system.

I have heretofore directed the Domestic Council to:

(1) receive and develop information necessary for assessing national domestic needs and defining national domestic goals, and to develop for the President alternative proposals for reaching those goals;

(2) collaborate with the Office of Management and Budget and others in the determination of national domestic priorities for the allocation of available resources;

(3) collaborate with the Office of Management and Budget and others to assure a continuing review of ongoing programs from the standpoint of their relative contributions to national goals as compared with their use of available resources; and

(4) provide policy advice to the President on domestic issues.

Furthermore, I have assigned to the Office of Management and Budget the responsibility for assisting the President in developing efficient coordinating mechanisms to implement Government activities and to expand interagency cooperation. Three years ago I directed that the senior regional officials of certain of the grantmaking agencies convene themselves in regional councils to better coordinate their services to Governors, Mayors, and the public.

I have now determined that the measures prescribed by this Order would insure improved service to the public.

NOW, THEREFORE, by virtue of the authority vested in me as President of the United States, it is hereby ordered as follows:

Section 1. Federal Regional Councils. (a) There is hereby established a Federal Regional Council for each of the ten standard Federal regions. Each Council shall be composed of the directors of the regional offices of the Departments of Labor, Health, Education, and Welfare, and Housing and Urban Development, the Secretarial

Representative of the Department of Transportation, and the directors of the regional offices of the Office of Economic Opportunity, the Environmental Protection Agency, and the Law Enforcement Assistance Administration. The President shall designate one member of each such Council as Chairman of that Council and such Chairman shall serve at the pleasure of the President. Representatives of the Office of Management and Budget may participate in any deliberations of each Council.

(b) Each member of each Council may designate an alternate who shall serve as a member of the Council involved whenever the regular member is unable to attend any meeting of the Council.

(c) When the Chairman determines that matters which significantly affect the interests of Federal agencies which are not represented on any such Council are to be considered by that Council, he shall invite the regional director or other appropriate representative of the agency involved to participate in the deliberations of the Council.

Section 2. Functions of the Councils. Each Federal Regional Council shall be constituted as a body within which the participating agencies will, under the general policy formulation of the Under Secretaries Group, and to the maximum extent feasible, conduct their grantmaking activities in concert through:

(1) the development of short-term regional interagency strategies and mechanisms for program delivery;

(2) the development of integrated program and funding plans with Governors and local chief executives;

(3) the encouragement of joint and complementary grant applications for related programs;

(4) the expeditious resolution of interagency conflicts and coordination problems;

(5) the evaluation of programs in which two or more member agencies participate;

(6) the development of long-term regional interagency and intergovernmental strategies for resource allocations to better respond to the needs of States and local communities;

(7) the supervision of regional interagency program coordination mechanisms; and

(8) the development of administrative procedures to facilitate day-to-day interagency and intergovernmental cooperation.

Section 3. Under Secretaries Group for Regional Operations. There is hereby established an "Under Secretaries Group for Regional Operations" which shall be composed of the Under Secretaries of Labor, Health, Education, and Welfare, Housing and Urban Development, and Transportation, the Administrator of the Law Enforcement Assistance Administration the Deputy Director of the Office of Economic Opportunity, the Deputy Administrator of the Environmental Protection Agency, and the Associate Director of the Office of Management and Budget, who shall serve as Chairman of the Group. When the Chairman determines that matters which significantly affect the interest of Federal agencies which are not represented on the Group are to be considered by the Group, he shall invite an appropriate representative of the agency involved to participate in the deliberations of the Group. The Under Secretaries Group for Regional Operations shall, consistent with the objectives and priorities established by the President and the Domestic Council, establish policy with respect to Federal Regional Council matters, provide guidance to the Councils, respond to their initiatives, and seek to resolve policy issues referred to it by the Councils. The Under Secretaries Group, under the Chairmanship of the Associate Director of the Office of Management and Budget, shall be responsible for the proper functioning of the system established by this Order.

Section 4. Construction. Nothing in this order shall be construed as subjecting any department, establishment, or other instrumentality of the executive branch of the Federal Government or the head thereof, or any function vested by law or assigned pursuant to law to any such agency or head, to the authority of any other such agency or head or as abrogating, modifying, or restricting any such function in any manner.

Richard Nixon

The White House  
February 10, 1972

On October 19, 1971, prior to the issuance of the President's Executive Order, the Office of Management and Budget of the Executive Office of the President issued Circular No. A-102, which called for "uniform administrative requirements for grants-in-aid to State and local governments." Furthermore, the Circular contains "standards for establishing consistency and uniformity among Federal agencies in the administration of grants to State and local governments."

In effect, Executive Order 11647, through the establishment of the Federal Regional Councils, provided a vehicle for immediately carrying out the mandates of Circular No. A-102. Also, the Executive Order and the Circular, considered together, provide strong rationale for governmental funding agencies to conform to newly developing administration-directed processes of program uniformity, consistency, consolidation, integration, and coordination.

A progress report on the implementation of OMB Circular No. A-102, issued on January 29, 1973, indicated that all agencies, with few exceptions, will have the Circular fully implemented by June 30, 1973.

In addition, and of particular background interest in this project, a drafted Summary of FRC Appraisal, dated February 14, 1973, identified planning grant coordination as one of seven top-priority FRC projects for Fiscal Year 1973 to 1974 (page 24).

The success of Region VI (as emphasized in the Appraisal on page 11) in coordinating the efforts of the four agencies comprising the LEAA-proposed Public Safety Task Force (HEW, DOL, OEO, and LEAA) provided an impetus to redefine and refine procedures for even-more-comprehensive coordination effort.

However, the Public Safety Task Force appears to be much too limited in scope to serve a fully useful purpose. Furthermore, without any policy whatever to provide for systematized coordination, the Task Force as presently constituted, although successful as compared to Task Forces in other Regions, functions loosely and unsystematically, using a method of accomplishment best described as unarticulated improvisation.

If the dimensions of the Task Force's responsibilities were expanded and the scope of its activities were broadened, a basis could be established for the development of a much more meaningful and productive coordination experience.

At present, the Task Force operates on the basis of a proposal which, in September 1972, led to its establishment. The elements of that proposal included the following:<sup>2</sup>

- Public Safety Task Forces of FRCs be established and constituted to coordinate the IMPACT, COPE (Comprehensive Offender Program)

<sup>2</sup> Summary of FRC Appraisal, Draft, February 14, 1973, pp. 10-11.

Effort) and Juvenile Delinquency Programs.

- The PSTF would include HEW, DOL, OEO, and LEAA.
- It would serve to coordinate appropriate resource allocation by these agencies in areas relevant to crime prevention and offender rehabilitation.
- IEAA could be the umbrella lead agency in the overall coordination of these efforts.
- The Task Force would report monthly to the FRC on its progress in coordinating the... programs; however, it would not have a program review function.
- Each of the included programs would have its own mechanisms for generating project proposals.
- The FRC's main function would be to coordinate agency resource allocation with respect to these... programs so as to avoid duplication and fill gaps in the public safety area and to coordinate liaison with State and local government.

The two obvious weaknesses in this proposal are:

- (a) Not all federal funding and assistance agencies are included within its purview; and
- (b) Program review functions are explicitly excluded from Task Force responsibilities.

It became increasingly apparent during the study that these two weaknesses were the major factors in the general failure of Public Safety Task Forces to meet their obligations. The Summary of FRC Appraisal, which praised only the Dallas Effort, recommended, because of the widespread failure of the proposal in other federal Regions, that the matter be given further study.

Notwithstanding the highly favorable Appraisal report of the Dallas operation, the LEAA Regional Office saw both pending and future difficulties in attempting to plan for long-range coordination activities.

In response to Executive Order 11647 and OMB Circular No. A-102, and in keeping with the Administration's immediate and future goals for revenue sharing, the LEAA Regional Administrator, consistent with his FRC responsibilities, felt strongly that interagency coordinating efforts should be redefined and systematized, first with respect to criminal justice programs within his Agency's Regional Office, and then applying this effort, if successful, as a model for coordinating all programs in Region VI and possibly in all Regions throughout the country. The LEAA Regional Administrator saw the FRC Appraisal, especially that section relating to Public Safety Task Forces, as a mandate for further study of all governmental coordination activities. Taking into consideration other criticisms contained in the FRC Appraisal, the apparent success of the pilot program for the development of a computerized grant tracking system now underway by the Federal Regional Council in Region VI, and the nation-wide need for coordination uniformity, it appears that this work effort should be designed to have future implications for federal and state funding and assistance agencies across the nation.

The enormity of this task, when it was first described in the initial briefing, seemed to preclude the remotest possibility of fulfillment in the ten-day schedule allotted. Only after lengthy on-site examinations of documents, reviews of procedures, and meetings with technical assistance and administrative personnel (including a session with the Region VI FRC Secretariat Chairman, Mr. Jerry Stephens) did it appear that a systems model could be developed, using Region VI of LEAA as the basis for an experimental design which, when refined after trial, would have very broad implications for all other concerned agencies. The system described in this report was devised on this premise, but a first prerequisite, achieved with difficulty, was to broaden the scope and objectives of the project as first described on the LEAA-Request-For-Technical-Assistance form while at the same time confining its dimensions reasonably within a framework that the ten days of consulting time could feasibly accommodate.

#### PROBLEMS IN DESIGNING THE SYSTEM

The Oxford English Dictionary defines a system as "a set or assemblage of things connected, or interdependent, so as to form a complex unity; a whole composed of parts in orderly arrangement according to some scheme or plan."

More than that, it is "a complex of related procedures designed according to an integrated scheme for the purpose of achieving a major activity...."<sup>3</sup>

The *major activity* to be achieved, in this case, is the coordination of LEAA grant programs and projects for the purpose of avoiding duplication and overlapping, and the integration of effort, whenever possible, prior to funding.

The design of this system is confined to the efforts of one federal Agency (LEAA) in one federal Region (Region VI) to effect coordination of its programs and projects with those of other federal agencies in Region VI. The long-range goal to be achieved through the development of this system is its adoption with minor adaptations by other federal funding agencies to produce a unified approach to coordinating all federal programs and projects, with the system devised to be used as a model for the development of a more complex and comprehensive system.

The component parts of the system designed herein include:

- (1) Authority;
- (2) People;
- (3) Materials;
- (4) Information flow; and
- (5) Follow-up action.

In designing the system, study and consideration were given to preconceived, yet critical variables and constraints and their interactions in order to produce a working mechanism which would be both capable of achievement and effective.

Authority necessary for the system to achieve its purposes must come from all members and ad hoc members of the Dallas Federal Regional Council. Without their enthusiastic cooperation and without their insistence that the mechanism be implemented, the system cannot possibly function as designed. *Their continuing activation of their respective staffs will be the single most important factor/variable in the success or failure of the effort.*

<sup>3</sup> Administrative Office Management, Johnson, H. Webster and William G. Savage, Addison-Wesley Publishing Company, 1968, p. 210.

The single most important constraint to success of the project was *time*. It seemed highly unlikely, given the work loads and responsibilities of FRC Secretariat members and technical assistance specialists in the various federal agencies in the Region (and most of them would have to be involved), that any real degree of success could be achieved if the program/project review process was at all time-consuming. A suggestion that all agencies be given all five comprehensive state plans with a convenient program/page index was discarded on this basis. Aside from the logistical problems involved in furnishing 30 and more likely 70 or 80 bulky plans, particularly in draft form, to large numbers of busy people, it appeared inconceivable that they would have the time to review them. This was a very realistic constraint. Without the time to review, they would not review. Yet, the two weaknesses of the Public Safety Task Force effort (see page 7) had to be accommodated. Program review by *all* concerned agencies, not just the four presently constituting the Task Force, was absolutely essential.

The key to making the interagency review process workable had to be its simplicity and ease of implementation. If the procedures set forth by the system even appeared to be difficult and time-consuming or even awkward (as in the case cited above), then the frictional by-products of the total interagency work effort would undoubtedly negate the effectiveness of the system as it would be intended to operate.

With particular consideration for problems which would assuredly arise from the time constraint, it was determined that the system being designed must:

- (a) Provide complete and comprehensive information on LEAA programs and projects for review by all federal funding and assistance agencies;
- (b) Minimize the work effort of all LEAA Regional staff participating in the compilation of information on programs and projects;
- (c) Minimize the work effort of all those participating in the review process;
- (d) Provide quick feedback (in a closed loop sense) to LEAA Region VI on all programs and projects being funded or being considered for funding by other federal agencies that are or seem to be duplicating

or are in any way interfacing proposed or current LEAA programs or projects;

- (e) Establish a mechanism for accountability in all cooperating federal agencies in order to insure comprehensive program and project review, placing an obligation on each individual reviewer and review agency to perform tasks; and
- (f) Assure control, review, and action by LEAA to effect the maximum degree of coordination at the earliest possible time on all programs and projects.

#### THE RECOMMENDED SYSTEM

##### A. Description

LEAA Regional Offices are involved in two separate and distinct funding functions:

- (a) Providing block grants to state planning agencies in their Region after review and approval of programs contained in drafts of each state's annual comprehensive state plan; and
- (b) Providing discretionary funds for specific projects proposed to take place in their Region after project review and approval.

In the first instance, where block grants are involved, programs are very broadly defined by the states and, except for the state of New Mexico, no specific projects as such are outlined in the plans. This inherent weakness in information input places extreme constraints on the coordination effort at hand. Nonetheless, enough information is generally available in program descriptions to not only provide the program with a title but also to describe it in a few words.

In the second instance, involving discretionary funding, considerable information is available. Both the project title and a thorough summary description of the project are found on Page 1 of the Application for Grant-Discretionary Funds.

Based on all of these considerations and constraints, the coordination system was designed around the development of two new printed forms: the Inter-Agency Coordination Input Form (Figure 1) and the LEAA Inter-Agency Coordination Action-Control Form (Figure 2). It is recommended that these two forms be printed immediately upon receipt of this report.

It is further recommended that a Criminal Justice Coordination Task Force be established by the FRC to complement, but not eliminate, the Public Safety Task Force. The membership of the new Task Force would comprise all FRC Secretariat members as well as representatives of all ad hoc FRC members. In effect, the new Task Force would be little more than the present Public Safety Task Force with an expanded membership and a new work element: coordination of all federally-funded programs and projects aimed at crime reduction.

The LEAA Federal Regional Council Representative and Special Assistant to the Regional Administrator should be given overall responsibility for the coordination and implementation of the system. LEAA Technical Assistance specialists would have primary responsibility, within their individual areas of expertise, to review all programs and projects within their respective jurisdictions for the purpose of assigning program and project titles and abstracting program and project descriptions for the Inter-Agency Coordination Input Forms.

Each program and each project would be reviewed by the appropriate LEAA Technical Assistance specialist and be reproduced for dissemination to all Criminal Justice Coordination Task Force members. They, in turn, will further disseminate the Input Forms to appropriate people within their respective agencies for review and completion. Once completed, the forms will be returned by the Task Force members to LEAA. In the event a program or project of another agency is similar to, duplicative of, overlapping with, or complementary to an LEAA program or project, the reviewer in the other agency will have fully described the program or project in the space provided on the Input Form prior to its being returned to LEAA.

All Input Forms should be reviewed upon return. Where a program or a project of another agency appears to interface in any way with an LEAA program or project, the LEAA Inter-Agency Coordination Action-Control Form should be initiated by the Special Assistant to the Regional Administrator and appropriate action taken both at the Secretariat and Council levels to coordinate the program or project at issue.

Each form has been designed to provide the most complete information possible in as simplified a way as possible. Work is distributed

INTER-ACTION COORDINATION INPUT FORM

Initiating Agency: Region VI, Law Enforcement Assistance Administration

Responding Agency \_\_\_\_\_

Signature(s) of Reviewer(s) \_\_\_\_\_

LEAA CONTROL	PROGRAM/PROJECT TITLE	DESCRIPTION	AGENCY RESPONSE
Block grant State _____ Number _____  Discretionary Grant Applicant _____ Number _____			We do not have similar, duplicative, overlapping, or complementary programs/projects. <input type="checkbox"/>  We do have similar, duplicative, overlapping, or complementary programs/projects. <input type="checkbox"/> See description below.

The following program  project  of this Agency appears to be similar to  duplicative of  overlapping with  complementary to  the LEAA program/project described above:

Title \_\_\_\_\_  
 Number \_\_\_\_\_

Description

Name of program/project director \_\_\_\_\_

Address \_\_\_\_\_

Telephone number \_\_\_\_\_

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FIGURE 2

LEAA Inter-Agency Coordination Action-Control Form

Date of Initiation \_\_\_\_\_

LEAA Coordination Control Number \_\_\_\_\_

1. LEAA Block Grant  
State \_\_\_\_\_  
Number \_\_\_\_\_  
LEAA Discretionary Grant  
Applicant \_\_\_\_\_  
Number \_\_\_\_\_

2. Responding Agency \_\_\_\_\_  
Name of Person(s) \_\_\_\_\_  
Responding \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone No. \_\_\_\_\_

3. Title of Duplicative Program Project \_\_\_\_\_

4. Name of Program/Project  
Director \_\_\_\_\_  
Agency \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone No. \_\_\_\_\_

5. Type of Assistance (financial,  
technical, etc.) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Uses and Use Restrictions on  
Grant or Assistance \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Eligibility Requirements for Grant  
or Assistance \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Name of Pre-application Coordinator  
Agency \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone No. \_\_\_\_\_

9. Award Procedure \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Deadlines Involved in Grant  
Processing \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Range of Approval-Disapproval Times  
(days, weeks, months, years) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Recommendations for Coordinating  
Action \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Action Taken....Date \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

14. Coordination Action Closed....Date \_\_\_\_\_

in all agencies to those people most knowledgeable about specialized programs and projects. The agency review process is extremely simple and not at all time-consuming. LEAA descriptions of programs and projects on the Input Form will be provided by Technical Assistance specialists who already have responsibility for program and project review. The additional work involved in writing a few lines of program or project description will be a minimal burden. The Action-Control Form has been designed to assure *both* action and control. The Form will remain "alive" until Item 14, Coordination Action Closed, has been accomplished.

B. Operational Timetable - An Activity Plan for 1973-1974

No system functions well unless its mechanisms are precisely timed and coordinated. Therefore, an "Operational Timetable" is proposed to provide the Regional Administrator and the Federal Regional Council with 27 specific system tasks to be performed as a part of the FRC coordinated effort. These 27 tasks are not peripheral suggestion or a mere enhancement of the proposed system; they actually clothe all of the proposals of this report in a working schedule for their timely accomplishment. It is the overall recommendation that the task of meeting the requirements of the Accomplishment Timetable of the Activity Plan be accepted as requisite for the RFC to achieve success in its coordination effort.

OPERATIONAL TIMETABLE  
SOUTHWEST FEDERAL REGIONAL COUNCIL  
CRIMINAL JUSTICE COORDINATION TASK FORCE  
ACTIVITY PLAN FOR 1973-1974

WORK ELEMENT: Coordination of all federally-funded programs and projects aimed at crime reduction

TASKS	ACCOMPLISHMENT TIMETABLE	ESTIMATED MAN-DAYS NEEDED TO ACCOMPLISH TASK	
		LEAA	OTHER
1. FRC redefinition in precise terms of Public Safety Task Force functions with respect to the expanded work element	Work should be completed by May 15, 1973	2	3
2. FRC expansion of Task Force membership and leadership to insure ongoing, positive direction of interagency coordinating efforts	Work should be completed by May 15, 1973	1	4
3. LEAA preparation of printed Inter-Agency Coordination Input Forms and of LEAA Inter-Agency Coordination Action-Control Forms	Work should be completed by May 15, 1973	1	0
4. Briefing by Regional Administrator to LEAA Technical Assistance Staff, defining new T/A roles and responsibilities in matters of interagency program and project coordination	Briefing should take place on or before May 21, 1973	3	0
5. LEAA briefing to Task Force members, including instruction on the use of the Inter-Agency Coordination Input Forms	Briefing should take place after May 21, 1973 but no later than May 25, 1973	2	6
6. LEAA T/A review of and input on the 106 1972 and 1973 active LEAA	Work should be completed by June 1, 1973	8	0

TASKS	ACCOMPLISHMENT TIMETABLE	ESTIMATED MAN-DAYS NEEDED TO ACCOMPLISH TASK	
		LEAA	OTHER
discretionary grants which have been funded or which are currently being funded, as well as all 24 in-house discretionary grant applications which are pending			
7. LEAA compilation of T/A staff input on 1972 and 1973 active discretionary grants as well as all pending and approved discretionary grant applications. Dissemination of completed Inter-Agency Coordination Input Forms to Task Force members*	Work should be completed by June 8, 1973	2	0
8. Task Force and Agency review of Inter-Agency Coordination Input Forms. Processing and return of Forms	Work should be completed by June 22, 1973	0	4
9. LEAA processing of returned Inter-Agency Coordination Input Forms	Work should be completed by June 27, 1973	1	0
10. LEAA T/A review of and input on all programs and projects (where applicable)** that have been funded through block grants to individual State Planning Agencies	Work should be completed by June 15, 1973	24	0
11. LEAA compilation of T/A staff input on SPA block grant programs and projects	Work should be completed by June 22, 1973	2	0

\* A few 1971 discretionary grants are still active; however, most are sufficiently near completion that they do not warrant review and abstracting.

\*\* Projects are specified only in the New Mexico Plan.

	TASKS	ACCOMPLISHMENT TIMETABLE	ESTIMATED MAN-DAYS NEEDED TO ACCOMPLISH TASK	
			LEAA	OTHER
	and dissemination of Inter-Agency Coordination Input Forms to Task Force members			
12.	Task Force and Agency review of Inter-Agency Coordination Input Forms. Processing and return of forms	Work should be completed by July 6, 1973	0	8
13.	LEAA processing of returned Inter-Agency Coordination Input Forms	Work should be completed by July 11, 1973	1	0
14.	LEAA T/A review of and input on all pending dis- cretionary grant applica- tions*	Work should be completed by July 2, 1973	2	0
15.	LEAA compilation of T/A staff input on all pending discretionary applications remaining and dissemination of Inter-Agency Coordina- tion Input forms	Work should be completed by July 6, 1973	2	0
16.	Task Force and Agency review of Inter-Agency Coordination Input Forms. Processing and return of forms	Work should be completed by July 20, 1973	0	2
17.	LEAA processing of returned Inter-Agency Coordination Input Forms	Work should be completed by July 25, 1973	1	0
18.	Written evaluations of Work Element to date by indi- vidual Task Force members, including specific recom- mendations for improvements in the present system	Work should be completed by August 10, 1973	2	8

\* After the first year, discretionary grant applications should be processed on a periodic or on an "as received and approved" basis rather than on an annual basis.

	TASKS	ACCOMPLISHMENT TIMETABLE	ESTIMATED MAN-DAYS NEEDED TO ACCOMPLISH TASK	
			LEAA	OTHER
19.	Revise procedures used in the present system to make it more effective	Work should be accomplished by August 17, 1973	1	0
20.	Report to the Federal Regional Council on progress to date	Work should be completed by September 4, 1973	1	0
21.	LEAA T/A review of and input on all programs and projects taken from the initial drafts of each of the five 1974 comprehensive state plans	Work should be completed within 4 calendar days from receipt of each state plan	24	0
22.	LEAA compilation of T/A staff input on all programs and projects taken from the initial drafts of each of the five 1974 comprehensive state plans and dissemination of Inter-Agency Coordination Input Forms.	Work should be completed within 8 calendar days from receipt of each state plan	2	0
23.	Task Force and Agency review of Inter-Agency Coordination Input Forms. Processing and return of Forms	Work should be completed within 18 calendar days from receipt of each state plan	0	8
24.	LEAA processing of returned Inter-Agency Coordination Input Forms	Work should be completed within 21 calendar days from receipt of each state plan	1	0
	Written evaluations of Work Element to date by individual Task Force members, including specific recommendations for improvements in the present system	Work should be completed 2 weeks following the final processing of the last comprehensive state plan	2	8
26.	Revise procedures in the present system to make it more effective	Work should be completed 4 weeks following the final processing of the last comprehensive state plan	1	0

TASKS	ACCOMPLISHMENT TIMETABLE	ESTIMATED MAN-DAYS NEEDED TO ACCOMPLISH TASK	
		LEAA	OTHER
27. Report to the Federal Regional Council on progress and with recommendations for a computerized system based on this experience	Work should be completed 6 weeks following the final processing of the last comprehensive state plan	1	4
TOTAL ESTIMATED MAN-DAYS NEEDED TO COMPLETE PROJECT		87	55

**END**

*7. 11. 1944*