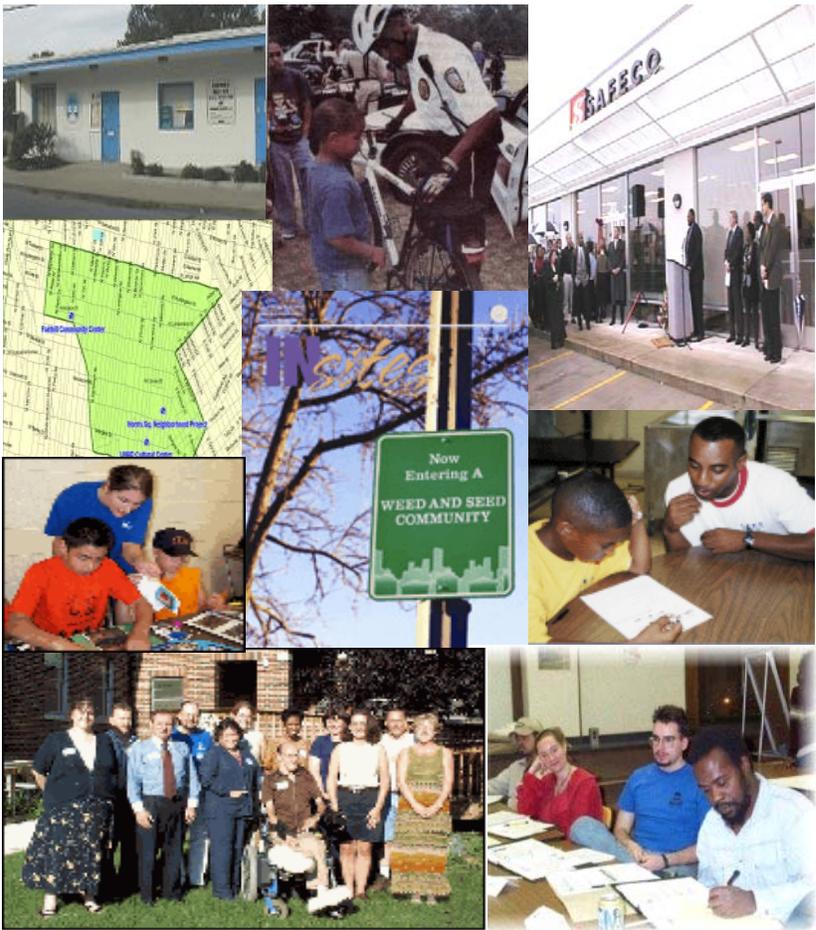


2004 Weed and Seed Official Recognition Guidelines and Application

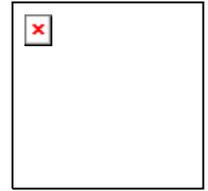


Community Capacity Development Office

Office of Justice Programs, U.S. Department of Justice

202/616-1152

<http://www.ojp.usdoj.gov/ccdo/>



MEMORANDUM

TO: Applicants for Weed and Seed Site Official Recognition for 2004

FROM: Nelson Hernandez
Director, Community Capacity Development Office

SUBJECT: Guidelines for the Weed and Seed Official Recognition for 2004

What is Weed and Seed?

Operation Weed and Seed is a comprehensive strategy to help communities with **serious crime problems** bring together people and resources to prevent and control crime, and improve the quality of life in neighborhoods. The Weed and Seed strategy aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country. The program encourages coordination, leveraging of local resources, using benchmarks to evaluate progress and sustainability of effort. The Community Capacity Development Office provides national leadership, as well as, management and administration of the program.

What is the Official Recognition (OR) Application?

An application for Official Recognition is the strategy that you develop to address crime and other problems in your community. It is submitted to the Community Capacity Development Office for review. It is NOT an application for funding. You may want to work with someone in your community who has expertise in the process of strategic planning. The process of coordinating, planning, and implementing a Weed and Seed strategy has often proven to be beneficial in itself; and the working relationships which grow out of the coordination process in the long run can be worth much more than the Weed and Seed grant funding which a site may eventually receive. The Weed and Seed program is first and foremost a comprehensive strategy developed with many local partners—including your United States Attorney's Office-- to prevent and control crime and improve the quality of life in your community. This application should describe your local strategy, developed within the guidelines for 2004, and explain how you will implement that strategy for the first two to five years.

What are the OR guidelines for 2004?

Please Note the OR Guidelines Have Been Revised in 2004 and Supercede Previous Versions. The Official Recognition (OR) strategy is the mechanism by which the Community Capacity Development Office determines Weed and Seed site designation and the opportunity to compete for federal funding. The OR application process is highly rigorous. Each year the Community Capacity Development Office approves approximately 25% of the OR applications it receives. To be considered during the 2004 review, a Weed and Seed strategy must be developed in accordance with the attached newly revised Official Recognition guidelines, which continue to stress the importance of coordination with local leaders, service providers, and

community residents developed in coordination with the site's local U.S. Attorney's Office (USAO).

There are new guidelines that existing Weed and Seed sites should note. Due to the high demand for Official Recognition, limited available funding, and to afford as many communities facing severe crime problems with the opportunity to benefit from the Weed and Seed strategy, the Community Capacity Development Office will accept OR applications for new site designation only. Applications will not be accepted for expansion sites. Please note that if you are a community with an expired or current Officially Recognized Weed and Seed site, you may only submit an application for a new geographic area in your jurisdiction. This new area may share only one border (i.e. street or avenue) with the designated area of an existing or expired Weed and Seed site.

If your site receives Official Recognition for the Weed and Seed strategy, you will be eligible to apply on a competitive basis for first year funding in spring 2005, subject to availability of funds. It is important to note, however, that while you may expend the balance of any previously awarded funds in your existing Weed and Seed site, 100% of FY 2005 competitive funding that you may be eligible for must be directed at the new geographic area. Given both the limited funding available and the increased number of OR applications received annually, sustainability of effort, including leveraging of other resources, is a critical part of successful implementation of the Weed and Seed strategy. The Community Capacity Development Office will develop additional guidance and technical assistance support on the topic of sustainability.

What is the review process for OR approval?

In 2004, applicants are invited to submit a Letter of Intent with required information (See pages 3-6 of this application for more information) earlier than the August 31st, 2004 deadline so that the Community Capacity Development Office can provide an assessment to you before you submit your final OR application in October, 2004. Your final OR application, which should be sent to your USAO 2 weeks earlier than it is submitted to CCDO, will be reviewed during Fall/Winter of 2004. Applications are reviewed by CCDO staff, other federal staff, and outside consultants with Weed and Seed experience and/or a background in law enforcement, prevention and neighborhood revitalization. USAO's will receive notification regarding the status of an OR application in spring 2005. If your application is approved at the review level, your USAO will be notified and a site visit planned to verify information in the application, meet with your steering committee and conduct a tour of the designated site. OR applications that receive final approval after the site visit will receive their certificate, dated for June 2005, through the USAO.

Once you receive this OR designation, you are eligible to apply for first year funding on a competitive basis. Due to increased interest in the Weed and Seed strategy and the growing number of sites, funding from the Department of Justice to additional sites, however, may be limited based on a consideration of factors, such as, the seriousness of the crime problem in a site, the site's capacity to implement the strategy, coordination with related federal initiatives, and other relevant factors.

NEW Letter of Intent Requirements and Pilot Effort to Assess Crime Level

The Community Capacity Development Office requires a Letter of Intent, indicating that you plan to apply for Official Recognition that must be submitted to our office by the prospective applicant, co-signed by the U.S. Attorney, and (postmarked) by August 31, 2004. Sites are encouraged to submit the Letter of Intent as early as possible to ensure a timely review by our office as part of a pilot effort to assess crime levels and provide you feedback before you submit the final OR application.

To further the objective of identifying and supporting communities with the most severe crime problems, the Letter of Intent has been revised to capture specific FBI Uniform Crime Report (UCR) data for analysis specific to the geographic area of the proposed site. The information will be used to provide feedback to the site of the relative severity of crime problems in the perspective of national crime statistics to the extent possible. The Community Capacity Development Office will provide the applicant with an assessment, and a one page profile reflecting the designated area's demographic characteristics, violent crime rate, drug incident data, law enforcement resources (number of full-time officers and police justice expenditures) compared to the site's jurisdiction, U.S. region, and U.S. nationally (urban, suburban, rural as appropriate). During the development of this new approach, the Community Capacity Development Office will provide applicants submitting a Letter of Intent with as much feedback as possible. In addition, we request comments and suggestions on the form and use of this data. No application for Official Recognition will be rejected on the basis of this data. This feedback will be provided so that applicants can assess their situation.

How long does an OR designation last?

Official Recognition (OR) designation is valid for five calendar years after it is given from the Community Capacity Development Office. If your current Weed & Seed site's OR designation is in its fifth year, you may submit an OR application in a new geographic area only. This new area may share only one border (i.e. street or avenue) with the designated area of an existing or expanded Weed and Seed site. This applies to all sites that received Official Recognition prior to May 31, 2000 (equal to five calendar years prior to May 31, 2005).

What are the deadlines for submitting an OR application in 2004?

- 📌 **Letter of Intent:** By **August 31, 2004** (POSTMARK DATE) all applicants must submit a **letter of intent, crime statistics, preliminary information and a map of their designated neighborhood** to the Community Capacity Development Office co-signed by the applicant and their U.S. Attorney prior to the full application. (See Letter of Intent Guidelines.) Mail to the: Community Capacity Development Office Attn: Nelson Hernandez; Director, CCDO, 810 7th Street, NW; Washington, DC 20009.
- 📌 **OR Application:** By **October 15, 2004** (POSTMARK DATE), the applicant must submit the OR Application to their local U.S. Attorney's Office (USAO). This will give your

USAO enough time to review your application, discuss any matters related to the application with you, and sign the cover letter that must accompany the final application.

- 📌 **OR Application:** By October 29, 2004, the **Final OR Application must be submitted in one of the following formats: *.rtf, *.txt, Word or Wordperfect files to the Community Capacity Development Office as an attachment by e-mail**, (with a copy e-mailed to your United States Attorney contact), to 2004OfficialRecognition@ojp.usdoj.gov
- 📌 Please note the 50 page limit on the application. Your map of the proposed designated area may be submitted with your application as a one page (not counting toward your 50 pages) in a separate file attachment. Applications with *.pdf files or attachments in excess of five megabytes (5MB) (*this includes both the 50 page application file + the one page map file, if submitted separately*) will not be considered. Your e-mail must contain complete information including name, address, phone and e-mail for the designated contact person for your application.
- 📌 **Cover Letter:** By October 29, 2004 (POSTMARK DATE), a cover letter from the local U.S. Attorney endorsing the strategy must be mailed to the Community Capacity Development Office, Attn: Nelson Hernandez; Director, CCDO, 810 7th Street, NW; Washington, DC 20009. For a list of U.S. Attorney Offices go to: <http://www.usdoj.gov/usao/offices/index.html>

What is the timetable for OR approval?

If your OR application is approved, the Community Capacity Development Office will follow-up with a site visit to verify the information to determine if the site will receive OR. All notifications on the status of the applications we receive will be issued in the first quarter of 2005. If your notification indicates that your application is acceptable, a follow-up visit will be scheduled thereafter. Sites that receive final approval for OR will be invited to submit an on-line application for funds; which will be due sometime during the summer of 2005, based on availability of funding, on a competitive basis. At the Community Capacity Development Office current level of funding, applicants should note that new site funding is not guaranteed.

Thank you for your interest in the Weed and Seed strategy. Please call the Community Capacity Development Office staff (202) at 616-1152 with any questions concerning this application.

**REQUIRED INFORMATION TO BE SUBMITTED WITH LETTER OF INTENT TO
THE COMMUNITY CAPACITY DEVELOPMENT OFFICE**

1. Name and Location of Site: (Include Neighborhood, City, State)
2. Within what U.S. Congressional District is the proposed designated area located?

What are the U.S. Census Tracts #'s in the proposed designated area?

3. Provide a map outlining the proposed designated area. The map must clearly reflect the street name boundaries of the proposed designated area. You may download a map from a program such as "Mapquest" and highlight the boundaries.

4. List the street names outlining the boundaries and the direction (N, S, E, W). The street names must be contiguous, resulting in a complete enclosure of the designated area and should correlate with the map.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____
- h. _____

PROPOSED DESIGNATED AREA CRIME INDICATORS (Using the grid below, provide the number of incidents in the proposed designated area for each indicator per reporting year).

Crime Indicator	2000	2001	2002	2003
Homicide				
Forcible Rape				
Aggravated Assault				
Robbery				
Drug Incident Rate				

Identify Source of Data: _____

Contact Information for Data:

Name: _____
Title: _____
Phone: _____
E-mail: _____

(Please note: Responses to Questions 5, 6 and 7 should be 3-5 pages in length, total.)

5. Briefly describe what the crime data says about the proposed designated area. Include what has changed over time, its impact on the neighborhood, and resident's perception of public safety.

6. Briefly describe why you believe the Weed and Seed strategy will reduce crime and improve quality-of-life in this neighborhood. Include which partners are now involved in developing the strategy and how you are including community residents in the development of the strategy.

7. If your community has previously had a Weed and Seed site, briefly indicate how the original site is being sustained and what lessons learned (from a local evaluation or overall experience) you can apply to the proposed designated area?

Contact Information for Person Submitting this Letter of Intent:

Name: _____
Title: _____
Organization: _____
Address: _____

Phone: _____
E-mail: _____

**Community Capacity Development Office
2004 Official Recognition Guidelines and Application
Introduction**

OPERATION WEED AND SEED

This guide contains instructions and the application for **Official Recognition** (OR) of a Weed and Seed strategy. Be sure to review this guide thoroughly and develop your application using the format and instructions in each section.

*The Weed and Seed program is first and foremost a comprehensive strategy for **neighborhoods with high crime** developed with many local partners –including your United States Attorney’s Office--to reduce crime and improve the quality of life in your community. **OFFICIAL RECOGNITION (OR)** means that the Community Capacity Development Office has approved your strategy. OR approval is given for five calendar years. With **Official Recognition** you are eligible to apply for funding from the Community Capacity Development Office, based on availability of funds awarded on a competitive basis.*

Weed and Seed is a comprehensive strategy to help communities with **a high incidence of crime** to bring together people and resources to prevent and control crime and improve the quality of life. The Weed and Seed strategy aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country. It is a community-based, innovative, and comprehensive multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. The strategy also recognizes the importance of involving community residents in identifying and solving problems in their neighborhood.

The Community Capacity Development Office provides national leadership, as well as, management and administration of the program. To learn more about the **Community Capacity Development Office** visit our website at: <http://www.ojp.usdoj.gov/ccdo>

PLEASE NOTE NEW POLICY IN 2004 REFLECTED IN THE OR APPLICATION

- 🏠 **New pilot effort to assess crime level and provide applicants with feedback on the Letter of Intent submitted prior to final OR application.**
- 🏠 **The proposed designated Weed and Seed area must be in a new geographic area within a jurisdiction. This new area may share only one border with the designated area of an existing or expired weed and seed site and cannot be an expansion of an existing Weed and Seed site. If this proposed designated Weed and Seed area receives OR designation, 100% of any future funding that the site may be eligible to apply for must be used to implement the strategy in the new geographic area. The OR strategy must reflect the Weed and Seed strategy that addresses the problems, issues and concerns in the new area.**
- 🏠 **Minimum population size of designated area is 3000.**

- 🏠 **The OR application should be sent by e-mail in an attached file that must not exceed 50 pages along with a one page map in a separate file, which may not exceed five megabytes (5MB) total.**
- 🏠 **The only document that must be mailed to the Community Capacity Development Office related to the OR application is the one page letter of support from your United States Attorney Office. Memorandum of Agreements should NOT be sent to the Community Capacity Development Office. You must have these originals on file and submit copies if your application is selected for a site OR verification visit.**

Please call the Community Capacity Development Office at (202) 616-1152 with any questions concerning the guidelines or application process.

SUBMITTING THE 2004 WEED AND SEED OFFICIAL RECOGNITION APPLICATION

- 🏠 **Letter of Intent: By [August 31, 2004](#) (POSTMARK DATE) all applicants must submit a **letter of intent, and streets identifying north, south, east and west boundaries of the proposed designated Weed and Seed areas, preliminary information and a map of their designated neighborhood (this can be from a program such as Mapquest)** to the Community Capacity Development Office co-signed by the applicant and their U.S. Attorney prior to the full application.**
 - 🏠 **OR Application: By [October 15, 2004](#) (POSTMARK DATE), the applicant must submit the OR Application to their local U.S. Attorney's Office (USAO). This will give your USAO enough time to review your application, discuss any matters related to the application with you, and sign the cover letter that must accompany the final application. To ensure that you do not miss this deadline, make sure you have contacted your USAO and are aware of any special considerations their office may have for dropping off mail or packages.**
- OR Application: By [October 29, 2004](#), the **Final OR Application must be submitted to the Community Capacity Development Office as an attached file in one of the following formats: WORD, Wordperfect or *.txt files BY E-MAIL** (cc'd to your United States Attorney contact), to 2004OfficialRecognition@ojp.usdoj.gov**
- 🏠 **This e-mail must also be cc'd to the United States Attorney's Office contact you have been working with as certification that it was previously submitted for their review. OR applications that are sent without an e-mail carbon copy (cc) to a USAO contact will not be reviewed by the Community Capacity Development Office. The e-mail must also contain the name and all contact information for the person sending the OR application.**

Your OR Application File + your one page map (if in a separate file) CANNOT EXCEED 50 PAGES or five megabytes (5 MB) total. Any files larger than 5 MB will not be accepted for review. Your e-mail must contain complete information including name, address, phone and e-mail for the designated contact person for your application. In the body of your e-mail message, please provide contact information that includes the name, organization and phone number of the person submitting your application. Our office will send an e-mail notification indicating that your application was received. Your application should be sent only once. An e-mail notification of receipt will be sent for the first application received (as determined by date and time of the e-mail) by the Community Capacity Development Office.

- 🏠 **Cover Letter:** By October 29, 2004 (POSTMARK DATE), a cover letter from the local U.S. Attorney endorsing the strategy must be mailed to the Community Capacity Development Office; Community Capacity Development Office, Attn: Nelson Hernandez; Director, CCDO, 810 7th Street, NW; Washington, DC 20009. For a list of U.S. Attorney Offices go to: <http://www.usdoj.gov/usao/offices/index.html>

Community Capacity Development Office Review and Notification Process:

The OR application process is highly rigorous. Your application is reviewed and assessed based on the strength and completeness of your responses to each of the four sections. Notifications about the status of these applications will first be sent to USA Offices during the first few months of 2005. If your OR application is approved at the review stage, the Community Capacity Development Office will schedule an OR site verification visit to meet with members of your community to review the strategy, verify crime data, receive copies of signed Memorandum of Agreement, and tour the designated target area. If your site receives final OR approval you are eligible to apply for future Community Capacity Development Office funding, subject to availability, and to use the Weed and Seed logo. Official Recognition is valid for five calendar years after it is given by the Community Capacity Development Office starting June 1, 2005 when the final OR approval letter is sent. OR certification may also give sites priority in obtaining other discretionary federal funding related to comprehensive community-based crime prevention strategies, as well as participating in CCDO-sponsored training and technical assistance. If you do not receive OR designation, but your application demonstrated strong local capacity and crime problems, your site may be eligible, in consultation with your USAO, for certain technical assistance from the Community Capacity Development Office.

ROLE OF THE U.S. ATTORNEY

U.S. Attorneys provide local leadership for the Department of Justice; hence they play a significant role in the development and implementation of a Weed and Seed strategy. They serve as both the main contact to Weed and Seed sites for the Community Capacity Development Office, and as facilitator of the all important community-based coordination efforts.

The Community Capacity Development Office requires that the first step in preparing to file for OR is a letter of intent, signed by the applicant and their U.S. Attorney, indicating that a nonprofit organization or members of a neighborhood, town or designated geographic area will

apply for OR and that the USAO is aware of and participating in planning the strategy that will be described in the application. The letter must also be attached with a map of your proposed Weed and Seed site (from a program such as Mapquest), crime data and additional information about why you believe the Weed and Seed strategy will work in your neighborhood. This letter is due to the Community Capacity Development Office approximately two months prior to the OR application deadline. As part of a new approach, the Community Capacity Development Office encourages applicants to submit the letter of intent before the August 31st deadline so that your crime data may be assessed. (See pages 1 – 4)

The Community Capacity Development Office also requires that you submit your application to the U.S. Attorney's Office (approximately two weeks before it is due) for review and to receive a letter signed by the U.S. Attorney that must accompany the final OR application sent to the Community Capacity Development Office.

To learn more about the **United States Attorney's Office** (USAO) and find the local office in your area: <http://www.usdoj.gov/usao/offices/index.html>

DEVELOPING THE WEED AND SEED STRATEGY

Your OR Application is your strategic plan for addressing community issues. The process for developing a Weed and Seed strategy requires a significant commitment from the local community to engage in strategic planning, collaborate with key stakeholders, and coordinate programs and services. The planning process is undertaken, and a detailed strategic plan created, *before* completing and submitting an OR application. Planning for a Weed and Seed strategy is beneficial in and of itself. The working relationships that develop out of the coordination process can, in the long run, be worth more than any Weed and Seed funding a site may eventually receive. The strategic plan is a tool to help guide you through meeting the goals and objectives you have set to reduce crime and improve the quality of life in your community. Members of a local community engage in a systematic process called "strategic planning" to develop the Weed and Seed strategy. This process assists a community with identifying a future vision, managing change, and creating the best possible future for its residents. This process includes:

- 🏠 Assessing crime, safety and quality of life issues;
- 🏠 Leveraging existing resources that are available;
- 🏠 Working cooperatively with many partners in your community;
- 🏠 Assessing community problems and unmet needs;
- 🏠 Developing a specific plan of action with practical results that detail what you will do, who is expected to do it, how much time it will take and how you will measure and evaluate progress; and
- 🏠 Using innovative approaches to problem-solving.

The end result of strategic planning is a multi-year, detailed plan for community action and change.

The *Operation Weed and Seed Implementation Manual* provides information about the strategy development process such as detailed, step-by-step processes for developing every aspect of the Weed and Seed strategy – from organizing the steering committee, to conducting a needs assessment of the designated neighborhood, to developing prevention, early intervention and treatment strategies. It is an excellent guide to assist you in understanding the Weed and Seed strategy and is available online at: http://www.ojp.usdoj.gov/eows/imp_manual.htm The *Operation Weed and Seed Implementation Manual* is also available from the Community Capacity Development Office (202/616-1152).

You may also want to visit the *Weed and Seed Site Coordinator's Training* (an interactive webcast module) at <http://www.weedandseeditm.net>

The Community Capacity Development Office strongly suggests that you carefully review these resources and contact or visit, if possible, other Weed and Seed sites in your state prior to preparation of a Weed and Seed strategy to learn more about the program.

Measuring the implementation of your Weed and Seed strategy through on-going monitoring of your outcomes, program evaluation and benchmarks is critical to your success. As you develop your strategy you should review the benchmarks established for Officially Recognized sites, so that you know exactly what to work toward in each of the five years. The Benchmarks are contained in Appendix E of this document.

Community Capacity Development Office 2004 Official Recognition Guidelines

This application is organized in four major sections.

- I. Management Structure
- II. Neighborhood Selection and Assessment,
- III. Weed and Seed Strategy, and
- IV. Coordination and Community Participation.

Guidelines for all sections are provided on pages 12 to 20 immediately followed by the OR application format in which to provide the required information. Please respond fully to each of the requested items. Your answers should follow the exact format as set in this guide. In your answers, please repeat the heading number and name for each section and sub-sections. Do not repeat guidelines or use examples provided in this application in your narrative.

I. MANAGEMENT STRUCTURE

The OR application must demonstrate the site's capacity to implement the plan it proposes. The Management Structure section should address who was involved and how your strategy was developed, how the proposed Weed and Seed site will be managed, what your plan for day-to-day management is and what your evaluation plan will be. Use the chart included in this section to provide the name, title and organizational affiliation (or identify as community resident) of each member of your steering committee and to provide the organizations that committed resources that will be coordinated with your Weed and Seed effort.

Steering Committee:

Your *Steering Committee* should reflect the key partners who are committed to or live in your community, willing to work cooperatively to develop the strategy and bring resources (*i.e. expertise, funding, ideas, volunteers, office space, supplies, programs, etc.*) to implement the strategy in the future. The Steering Committee is critically important to the success of Weed and Seed. It is responsible for establishing Weed and Seed's goals and objectives, working on tasks identified to achieve strategy goals; designing and developing programs; providing guidance on implementation; *and*, if funded, making future budget decisions; and assessing program achievements. Remember this is a coordinated strategy where working partnerships are vital. It is not an agreement for funding, however. *A successful strategy must also have community input.* *It is required that a significant number of residents who are not serving in an official-capacity (i.e., government employee, legislator, etc) serve on the Steering Committee.*

If your site has had a Weed and Seed steering committee in place for some time, and you are applying for a new geographic area, you must include new Steering Committee members who represent this area in the community and a discussion of how they were involved in developing the strategy. This new area may share only one border with an existing or expired Weed and Seed site. A list of required Steering Committee members is in the Application Format Section.

Weed and Seed Subcommittees:

As a practical matter, individual subcommittees will be needed to address each of the elements of the strategy - law enforcement and community policing; neighborhood restoration; and prevention, intervention and treatment. You may want to include reference to the experience of your steering committee members in developing these subcommittees, identifying additional partners and getting the work of your strategic plan accomplished.

Weed and Seed Site Coordinator:

The “site coordinator” is central to the day to day management of the Weed and Seed strategy which can include facilitating the work of your steering committee, ensuring good communication within the community and keeping track of the implementation of your strategic plan. The Community Capacity Development Office requires that this individual be full-time. The experience, ability to work effectively and cooperatively, and the communication skills that a coordinator brings to your community are invaluable to your Weed and Seed effort. If you already have a coordinator, include a description of their expertise and what they will bring to the successful day-to-day management of the Weed and Seed strategy.

Fiscal Agent:

A fiscal agent must agree to manage all future Weed and Seed funds as approved by the Weed and Seed Steering Committee and in accordance with OJP Financial Guidelines. It is important to understand that the fiscal agent, chair of steering committee and site coordinator must not be from the same organization. The fiscal agent works cooperatively with the steering committee and site coordinator to ensure fiscal accountability and that funds are expended as approved by the Community Capacity Development Office and the OJP Office of the Comptroller. It is recommended that you identify a potential fiscal agent if the site becomes eligible to receive funding. Consideration should be given to the organization’s experience with OJP or previous Weed and Seed funding.

Additional Neighborhood Resource Providers:

There may be a number of organizations in your community that may be a resource or coordinating partner in the Weed and Seed effort that do not yet serve on the Steering Committee or the Sub-Committees, but are willing to participate as a partner in support of the strategy. The list of providers may include schools, hospitals or health clinics, libraries, parks, recreation centers, police stations, human services and other social service agencies, treatment facilities or programs, shelters, faith-based groups, businesses, transportation, community organizations, neighborhood associations, private sector programs, and government programs (local, state and federal). The type of resource may be related to the provider’s core mission – i.e. health clinic may coordinate nurse home visitation program in designated area – or a general resource – i.e. local library will provide space for Weed & Seed meetings in future.

Memorandum of Agreements (MOA):

It is required that all partnering agencies represented on the Steering Committee sign a memorandum of agreement (MOA), outlining how they will be involved in implementing the Weed and Seed strategy. Use the chart provided in the application to indicate which agencies

you have an MOA from. Please do not submit the MOAs with the OR application to CCDO, you will be asked to provide these agreements if your site is approved for a verification visit in Spring 2005. The purpose of the MOA is to identify the type and level of commitments each partnering agency is willing to make toward the implementation of the Weed and Seed strategy. By identifying specific roles and obligations and requiring signatures of all Agency Heads, each agency will feel a high level of commitment to the overall partnership and its decisions and actions. MOAs may also be developed for additional neighborhood resource providers that do not yet serve on the Steering Committee or sub-committees.

The MOA should identify specific commitments that are not dependent upon grant funding, i.e., providing staff to serve on the Steering Committee or sub-committees, dedicating staff to provide services in the designated neighborhood, a change of agency priorities to better serve designated neighborhood residents, etc. The MOA should state the type of resource(s) being provided, for what purpose, and length of time.

You will be expected to provide copies of all MOA that you have developed if your application is selected for a site-verification visit expected to be scheduled in Spring 2005.

II. NEIGHBORHOOD SELECTION AND COMMUNITY NEEDS ASSESSMENT

Your OR application must contain a clear description of the boundaries of your designated area that includes street name boundaries and census tracts. Additional identifying information such as police precincts or zip code areas that help define the designated area should also be included.

The population level of most designated neighborhoods does not exceed 25,000 (many designated neighborhoods have a population of 5,000-15,000). The population of your designated neighborhood should be greater than 3,000 and not exceed 50,000 residents.

The application must also contain a community needs assessment that describes the designated area in a narrative that is supported with quantifiable information that includes crime, economic, demographic and social needs data. Include indicators of neighborhood deterioration and changes that have occurred over time. Integrate residents' views and perspectives into your responses. The narrative should be a comprehensive analysis of the drug and violent crime problem in the community compared to neighboring communities of similar size and population and/or that of the city or county at large. The narrative must include neighborhood data (as discussed below) to give a complete picture of the needs in the community. It should also include resources (funding, volunteer, in-kind, etc.) that can be better coordinated or further developed through Weed and Seed to address the identified problems.

The narrative should also prioritize the most serious unmet needs of the community that are addressed in your Weed and Seed strategy. Your response should also include the residents' views and perspectives on unmet needs.

Example of Excerpt of Narrative Describing Unmet Need: City B identified poor quality housing as a serious problem of the designated neighborhood. According to a recent housing survey prepared by City B's Department of Community Planning, 29% of houses in the designated neighborhood were considered to be in sound condition (no repairs required), 20% were in serious condition (deteriorating and dilapidated), and 50% were in need of minor repairs. This compares to a citywide estimate of 69% of houses in sound condition and only 2% in serious condition. The high need for minor repairs is the result of a majority of homeowners being elderly or living on fixed incomes and unable to perform everyday maintenance to their property. The high number of houses in serious condition is the result of a dramatic influx of methamphetamine labs to the designated neighborhood. In 1997, the Drug Enforcement Administration identified 109 methamphetamine labs in all of City B; 106 of these labs were found specifically in the designated area. Through a series of neighborhood outreach meetings conducted in June and July, the community identified the following unmet needs as priorities: removal of drug houses and nuisance properties, homeowner maintenance assistance programs, and affordable housing opportunities (owner occupied and rental housing.)

The narrative should be supported by data/statistics you have presented and other information such as surveys, recent neighborhood monographs, etc.

A needs assessment involves gathering and analyzing detailed information (data and other information gathered from surveys, outreach meetings, etc.) about a wide range of neighborhood characteristics, problems, and resources. In this section you must provide recent crime, demographic and other social/economic data to provide baseline information about the designated Weed and Seed site and a narrative to describe what this data means in context of your neighborhood. The narrative and supporting data you provide in the community needs assessment is a critical element in the review of your application. *[See Neighborhood Data in Appendix B of this application for further guidance on data.]*

Sites with previous experience with Weed and Seed must include a description of what changes have occurred in the designated area over the last five years, comparing current data about neighborhood problems with data from five years ago and noting differences in key indicators such as crime rates, housing renovations, code enforcement activity, school dropouts, etc.

III. WEED AND SEED STRATEGY

Your Weed and Seed strategy is a comprehensive and collaborative response to neighborhood problem solving. There are four basic elements to the strategy: Law Enforcement; Community Policing; Prevention/Intervention/Treatment; and Neighborhood Restoration. Goals, objectives, tasks, implementation plans, and evaluation criteria should be developed for, and relate to, each of these element areas. Your community should devote roughly equivalent time, resources, and effort to both the weeding and seeding parts of the strategy. At least 50 % of Community Capacity Development Office grant funds must be used toward weeding strategies. The four elements are described in detail below.

Descriptions of the strategy that will be used in each of these elements should relate to the data and information you presented in the previous section of this application (i.e. demographics, signs of neighborhood deterioration, crime problems, etc.)

In this section of the OR application, you must provide:

A. Description of the Strategic Planning Process

This is the systematic process you used to identify your strategic plan and build commitment among the stakeholders in your community, focus on areas of greatest need and priority, and ensure that everyone involved is working toward the same goals.

- 1) Describe how this was accomplished in your community and over what period of time.
- 2) Include discussion of existing partnerships that have helped shape the decision to use a Weed and Seed approach.
- 3) Describe how the strategic plan relates to the crime problems and needs in the community.

B. Timeframe

Your OR strategy should include a timeline that covers up to five years, but must specifically cover at least two years.

- 1) Identify the time frame for the Weed and Seed strategy. Once approved, OR designation is valid for five calendar years. Your OR plan should include a timeline that covers up to five years, but must specifically cover at least two years.
- 2) Indicate a plan for how the strategy will be periodically reviewed, progress measured, and updated if necessary.

C. Leveraging Community Resources and Ensuring Future Sustainability

A key element of the Weed and Seed strategy is leveraging of a range of **in-kind, fiscal and volunteer** resources that will strengthen the implementation of your plan during the five years and help sustain your efforts in the future. Sites must ensure that the major efforts undertaken in your Weed and Seed strategy, such as reducing crime, rebuilding housing, working with at-risk youth, etc. in a designated area can continue to be addressed. This is an ongoing process. Applicants should discuss specific plans for leveraging resources from federal, state and local government, as well as private foundations and institutions that have already been identified. Be sure to include existing programs or funding in your community from the Department of Justice that will be coordinated with your Weed and Seed strategy. Your statement should include reference to how, during the five years of your strategy, you plan to continue identifying community volunteers, training, or private and public financial resources that can sustain your efforts.

The University of Kansas Community Tool Box (<http://ctb.ukans.edu/>) http://ctb.lsi.ukans.edu/tools/en/sub_section_main_1297.htm has an excellent definition of **sustainability** : “Simply put, such a plan is a tool used to help the organization or initiative - and more importantly, its goals - thrive. And allow it to continue thriving over the long term. Although it might seem otherwise, a plan for ... sustainability is not just about getting money... You may raise money through donations, grants, user fees, or all of the above, to name a few examples. But that's not the whole story. A...sustainability plan will also include other types of resources you might obtain, such as in-kind support, volunteer staff, or shared resources from other organizations. It may even include convincing another organization to take on a project you started.” You must include a plan for sustainability of your Weed and Seed strategy.

D. Evaluation of Your Plan:

All OR applicants must build in ways to measure how well your strategy will work. Your OR application must include an evaluation plan, including the name of a specific college/university and/or research partner who has agreed to work with you to evaluate your strategy. Evaluation is about measuring program progress and understanding if you have accomplished what you intended to do. The time to start thinking about evaluation is at the beginning of your strategic planning. To learn more about how Weed and Seed sites evaluate success you may want to review the following publication:

Evaluating a Weed and Seed Strategy (February 2002)

PDF format:

<http://www.ojp.usdoj.gov/eows/pdf/txt/wsmono.pdf>

Text Format:

<http://www.ojp.usdoj.gov/eows/pdf/txt/wsmono.txt>

Benchmarks

A Weed and Seed initiative that is successful and sustainable achieves certain goals by the end of each year. From our experience with these initiatives and with input from the field, the Community Capacity Development Office has provided these benchmarks to show sites the level at which they should be performing on an annual basis. The benchmarks are broken out by year for a five year period. As a requirement of a Weed and Seed grant, each site is expected to clearly delineate achievement of these **benchmarks** in semi-annual reports to our office. The Community Capacity Development Office will review a site's progress towards successfully attaining each benchmark for the applicable year. The Community Capacity Development Office Site Development Benchmarks are in **Appendix E** of this application.

It is a good idea to become familiar with these benchmarks as you are developing your Weed and Seed strategy so you will know what progress is expected from Officially Recognized sites. Once a site receives OR, these benchmarks are also used as a consideration in future funding decisions. A site with OR that has already implemented a Weed and Seed must

provide a discussion of lessons learned from the previous strategy and how they were incorporated into a new strategy.

Additional evaluation resources can be found at:
<http://www.ojp.usdoj.gov/eows/pdf/txt/wsmono.txt>

E. ELEMENTS OF THE WEED and SEED STRATEGY

The elements of your strategy should be inter-related and part of an overall strategy that will over time reduce crime, increase public safety and improve your neighborhood. Your weeding strategy must be about addressing and reducing crime and complement your seeding strategy that focuses on direct services to residents and neighborhood housing and economic development activities. At least two goals must be fully described within each element.

Law Enforcement: The Law Enforcement element of your strategy should focus on the removal of chronic and violent street criminals from the designated neighborhood. It should consist primarily of crime suppression activities designed to identify, apprehend, and incapacitate violent street crime. Interagency collaboration among federal, state and local law enforcement agencies should be a primary emphasis. There are four program elements involved in crime suppression -- law enforcement, adjudication, prosecution, and supervision (probation, parole, and community corrections). To the extent possible, law enforcement strategies should address all four elements. An important factor in many Weed and Seed sites is the formation of multi-jurisdictional task forces to address serious and violent crimes, such as gang-related crime. How existing or newly formed multi-jurisdictional task forces should be included as part of your strategy, if applicable. At least 50% of Community Capacity Development Office total grant funds must be used to support weeding activities. *[See Appendix C of this application for details]*

Community Policing: The Community Policing Element of your strategy should serve as a bridge between your weeding and seeding activities. The idea here is that neighborhood problems require a comprehensive, coordinated approach where criminal justice agencies work in partnership with human service agencies, the private sector, and the community. It is important to establish linkages between community policing and the other elements of your strategy. Community policing strategies should integrate four basic concepts: 1) pro-active problem solving; 2) partnerships; 3) permanent assignment of police officers to the designated neighborhood; and 4) an emphasis on youth crime prevention. It can include activities that increase citizen participation in crime prevention such as a neighborhood watch program or citizen corps. *[See Appendix C of this application for details]*

Prevention/Intervention/Treatment: Sites are encouraged to have at least one Safe Haven in the designated neighborhood. It is preferable that a range of strategies is developed including the Safe Haven to address prevention, intervention, and treatment. Sites should locate the Safe Haven within the designated Weed and Seed area or indicate why it is outside the area. The Prevention/Intervention/Treatment element of your strategy should help prevent crime and violence from recurring by concentrating a broad array of human services on the designated area to create an environment where, simply put, crime cannot thrive. Linkages

among law enforcement and social service agencies, the private sector, and the community will need to be maintained and strengthened. The Safe Haven is a mechanism to organize and deliver an array of youth- and adult-oriented human services in a multi-service center setting such as a school or community center. The Community Capacity Development Office believes the Safe Haven should be a central focus of any community-based intervention, and treatment efforts. A range of prevention, intervention and treatment strategies should be developed. *[See Appendix D of this application for details]*

Neighborhood Restoration: It is required that you create a variety of strategies for neighborhood restoration. It is preferable that the strategies address all aspects of restoration: economic development; employment opportunities for residents; and improved housing conditions and physical environment. The Neighborhood Restoration element of your strategy should focus on economic development activities designed to strengthen legitimate community institutions. At least two of the five areas should be addressed: economic development, job training and employment opportunities for residents, small business development, improved housing conditions and physical environment clean-ups. The Community Capacity Development Office recognizes that planning and managing a successful restoration program is difficult, and Weed and Seed cannot control many of the socioeconomic forces that affect a neighborhood. At a minimum, you should create processes for stabilizing the community and promoting restoration.

PRESENTING YOUR STRATEGIC PLAN

Your application should respond to each item below and should relate to how you expect to address the problem areas and unmet needs within each of the four element areas -law enforcement, community policing, prevention, intervention and treatment, neighborhood revitalization - of the Weed and Seed strategy.

GOALS

For each element area, identify the goals of your strategy. Each goal should be a broad statement of what you intend to achieve in the long-term. Taken together, your goals should describe a "future vision" of the designated neighborhood. They should specifically address one or more of the neighborhood problems and unmet needs identified in section II. They should clearly establish what you expect to accomplish.

OBJECTIVES

For each goal, identify the major objectives --- and there may be several ----of your strategy. Objectives should be precise, measurable statements that identify courses of action for achieving the goals. Objectives are action-oriented. In developing objectives, you should consider whether the action will have a high or low impact on the problem it is designed to resolve and whether it is feasible to implement (considering such issues as resource availability and the level of coordination required).

TASKS

For each set of related objectives, identify major tasks of your strategy. The tasks should be

specific actions and activities that will be undertaken to accomplish the objectives. A set of tasks should relate specifically to one or a few objectives.

WHO WILL ACCOMPLISH TASKS and within what TIMEFRAME

For each task, identify the organization(s) responsible for accomplishing the task and the timeframe, start and end date, for completion.

MEASURABLE OUTCOMES

For each goal of your strategy, identify evaluation criteria, that is, some measurable outcome(s) that will enable you to determine if your goals and objectives have been achieved. For each goal and/or objective, you should identify one or more specific measures or outcomes and the data sources you will use to determine whether or not you accomplished the intended outcome, and in what timeframe. Examples of outcomes: Decreases in specific crime rates (data source: police records); Increases in perceptions of public safety (data source: resident surveys); Increases in the number of community activities in local parks (data source: newly created Weed and Seed database); and Increases in the number of people graduating from job training programs (data source: program records).

As suggested in Section I of this application, working with an academic or research partner is required to help you develop measures which are appropriate to your strategy and for which data is (or can be made) available.

IV. COORDINATION

This section must also contain a narrative on how these agencies will coordinate and engage in information sharing to help implement the Weed and Seed strategy. How residents will be involved and what continued outreach and partnerships will be formed should be discussed, as specified below.

**Community Capacity Development Office
2004 OR Application**

I. MANAGEMENT STRUCTURE

A. CONTACT PERSON(S)

- 1. List the contact person(s) with whom CCDO should communicate for follow-up on your application.**

For each person, include contact details: name, organization (if applicable), title, postal address, phone, fax, and internet e-mail.

B. STEERING COMMITTEE, NEIGHBORHOOD RESOURCES, COORDINATING PARTNERS

- 1. List the membership of your site's Steering Committee and additional neighborhood resources.**

Use the charts available to provide the name, title, and organizational affiliation of each committee member.

Place an asterisk next to those committee members who live in the designated neighborhood. If your site has had a Weed and Seed steering committee in place for some time, and you are applying for a new site, you must indicate which Steering Committee members are new.

Your Steering Committee is **required** to have representation from:

- 1) The U.S. Attorney's Office for your district;
- 2) Residents of the designated neighborhood;
- 3) City or county government; and
- 4) Local law enforcement.

In addition, at least four or more of the following categories are required to be represented on the Steering Committee: the District Attorney's Office; federal and state law enforcement agencies; social service agencies; faith-based groups; housing organizations; parks and recreation; employment and training agencies; schools; tenant or block associations; non-profit and community-based organizations (i.e., United Way or Boys and Girls Clubs); and small businesses and corporations.

- 2. Describe the roles and responsibilities the Steering Committee assumed in developing the Weed and Seed strategy and the role they will continue to assume during strategy implementation. Specifically, address the following elements:**

- 🏠 Who was in charge of strategy development and describe how the work to date was accomplished (i.e. who actually put the application together, organized planning meetings, etc.; indicate the name of individuals and any organizational affiliation they may have, as well as how many meetings it took to complete the strategic plan);
- 🏠 When the Steering Committee was formed and the frequency of meetings to date (and how often you anticipate they will meet in the future);
- 🏠 Organization of the Steering Committee, including proposed subcommittees, chairpersons, and officers (submit a clear organizational chart with names of individuals designated to fill those roles); and
- 🏠 Roles and responsibilities of the Steering Committee to be assumed during strategy implementation.

C. DAY-TO-DAY MANAGEMENT

1. Explain the plan for the day-to-day management and administration of the Weed and Seed effort. You should have a plan for how day-to-day operations will be carried out and how resources will be deployed in an efficient and coordinated manner. Specifically, address the following elements:

- 🏠 Roles and responsibilities of the Weed and Seed Coordinator during strategy development (if one was appointed);
- 🏠 Roles and responsibilities of the Weed and Seed Coordinator to be assumed during strategy implementation;
- 🏠 Organizational structure of the entire Weed and Seed effort: include an organizational chart and narrative explaining the lines of authority and major responsibilities of the Steering Committee, subcommittees, lead agencies, Coordinator and other staff (if applicable); and
- 🏠 Process for day-to-day decision making on management, administration, and budgeting.

D. FINANCIAL MANAGEMENT

1. Identify potential fiscal agent. Explain how this decision was made and what expertise and experience this organization can bring to the Weed and Seed effort. Describe any previous experience serving as fiscal agent for Weed and Seed or other Office of Justice Program grant programs.

II. NEIGHBORHOOD SELECTION AND COMMUNITY NEEDS ASSESSMENT

A. THE DESIGNATED NEIGHBORHOOD

1. **Name and Location of Site:** *(Include Neighborhood Name, City, State)*
-

Identify Proposed Weed and Seed Site:

Approximate size of site: _____ Square miles
_____ Population

Is this an area in a jurisdiction with an existing Weed and Seed site? _____

2. **Identify specific boundaries of the designated neighborhood.**

Provide the street name/numbers that border your designated Weed and Seed area (i.e. indicate the West, East, South, and North boundaries for your designated area).

Indicate the census tract #'s included in the site. _____

Indicate that a map of the designated area was included for this application. _____

3. **Describe the Site Selection and Needs Assessment Process.** The application must include a statement of why the site was selected and fully describe the community needs assessment process and include discussion of methods used to collect and analyze data and background information, determine priorities; and provide for an ongoing review to assess needs.

B. Community Needs Assessment Narrative

The narrative and supporting data you provide in this section is a critical element in the review of your application and should relate to your Weed and Seed strategy.

Community Needs Assessment

Your narrative should provide a picture, using both qualitative and quantitative information, of the crime, social and economic conditions, unmet needs, and unique elements of the designated neighborhood and its residents. Your narrative should address how you conducted your community needs assessment and include a discussion of (a) what the data says about your neighborhood, especially in relation to the surrounding neighborhood, town, city or county, (b) the underlying causes of crime and other problems, (c) the local resources that can be used to address them, and (d) unmet community needs. Your needs assessment narrative must include input received from local residents to assess problems and resources in the community.

Neighborhood Data

The data should be incorporated in your narrative and must include a source, the dates covered; contact information and any other descriptions that help explain what this data means. *[See Appendix B for additional guidance on data collection]*

a. Crime Data:

Include data for at least 3 crime problems for the designated area as you reported in your Letter of Intent: 1) homicide, 2) aggravated assault, 3) forcible rape, 4) robbery and 5) drug offense (arrest/incident). In your narrative, include any feedback you received from the Community Capacity Development Office in relation to the crime data you submitted in your Letter of Intent. Additional crime indicators you may use are 1) the top three types of calls for service and 2) emergency room admissions for drug overdoses (collected by the public health department). There may also be other sources of data such as victimization survey results that are available for your community. For context, compare and contrast indicators for the designated area with those for the city or county in which the designated neighborhood resides. Include the most serious and/or intractable problems facing local residents; e.g., homicide, drug-related crime, gang-related violence, domestic violence, high number of residents under correctional supervision, etc.

b. Demographic/Economic/Social Data:

Include the following descriptive data for the designated area: number of residents, racial/ethnic composition, poverty rate and income. Additional demographic/economic and social data that helps describes your designated area should also be included. For context, compare and contrast indicators for the designated area with those for the city or county in which the designated neighborhood resides.

c. Additional Neighborhood Indicators:

Include data for the most serious and/or difficult problems that you see contributing to crime facing local residents; e.g., high unemployment, high dropout rate, high teenage pregnancy rate, high number of absentee landlords and abandoned property, etc. For context, compare and contrast two or more demographic indicators for the designated area with those for the city or county in which the designated neighborhood resides.

Sites with previous experience with Weed and Seed must include a description of what changes have occurred in the designated area over the last five years, comparing current data about neighborhood problems with data from five years ago and noting differences in key indicators such as crime rates, housing renovations, code enforcement activity, school dropouts, etc.

C. Economic Revitalization

Discuss the signs of any economic revitalization, in the context of economic development needs in your community and how it relates to the designated area. Is the designated neighborhood part of the Department of Agriculture and the Housing and Urban Development's (HUD's) Initiative for Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (EC's) site or does it have a similar state or state or local designation related to economic development? What other related economic initiatives impacting your community may be occurring? If there is no revitalization activity, your strategy should include discussion of how this need will be addressed in your community.

D. Federal Program Coordination

Indicate which specific federal programs that will be coordinated as part of your Weed and Seed effort. These programs can include Project Safe Neighborhoods, Drug-Free Communities, Drug Courts, etc., as well as other programs from other federal agencies such as the Department of Education or the Department of Health and Human Services.

III. WEED AND SEED STRATEGY

A. Description of the Strategic Planning Process

This is the systematic process you used to identify your strategic plan and build commitment among the stakeholders in your community, focus on areas of greatest need and priority, and ensure that everyone involved is working toward the same goals.

- 1) Describe how this was accomplished in your community and over what period of time.
- 2) Include discussion of existing partnerships that have helped shape the decision to use a Weed and Seed approach.
- 3) Describe how the strategic plan relates to the crime problems and needs in the community.

B. Timeframe

- 1) Identify the time frame for the Weed and Seed strategy. Once approved, OR designation is valid for five calendar years. Your OR plan should include a timeline that covers up to five years, but must specifically cover at least two years.
- 2) Indicate a plan for how the strategy will be periodically reviewed, progress measured, and updated if necessary.

C. Sustainability and Leveraging

- 1) Discuss your plan to leverage community resources in support of your Weed and Seed strategy and your sustainability efforts that will allow you to build volunteer, in-kind, financial and other support over time that will allow you to continue the strategy.
- 2) Discuss resources you have already identified to be leveraged in support of your strategy. You must include existing Department of Justice programs in your community that will be coordinated as part of either your Weed and Seed strategy.

D. Evaluation Plan.

1. Discuss the plan for evaluating the Weed and Seed strategy. You must have an evaluation plan and conduct an objective evaluation of the implementation of your strategy in order to measure its progress and success. Working with an academic or research partner is required and may be helpful in developing the measurable outcome(s) that you must include as part of your strategic plan later in this document. In this section of your application address the following elements:

- 🏠 Identify who will be responsible for conducting the evaluation and their qualifications;
- 🏠 Identify the decision process used to select this person/agency;
- 🏠 Identify how the evaluation will be carried out;
- 🏠 Identify the frequency by which reports will be generated; and
- 🏠 Identify how you will monitor measurable outcomes you have listed in your strategy.

Weed and Seed Sites with expired OR status are required to discuss how work in a previously designated area was evaluated and summarize results, including outcomes and an assessment of obstacles. Indicate if an evaluation is underway or has been completed. If currently underway, describe progress, interim findings and expected date of completion. Include name and contact information of the researcher/agency that conducted any formal evaluation.

E. Strategic Plan

Please use the following format and include all items listed below.

LAW ENFORCEMENT

Law Enforcement Strategy 1: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

Law Enforcement Strategy 2: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

COMMUNITY POLICING

Community Policing Strategy 1: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

Community Policing Strategy 2: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

PREVENTION/INTERVENTION/TREATMENT

Prevention/Intervention/Treatment Strategy 1: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

Prevention/Intervention/Treatment Strategy 2: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

NEIGHBORHOOD RESTORATION

Neighborhood Restoration Strategy 1: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion

Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

Neighborhood Restoration Strategy 2: Goal(s), Objective(s), Task(s)

Implementation Plan: What group(s) will accomplish identified task(s), Estimated Start/Completion Dates (Timeline)

Evaluation Criteria: Outcome Measure(s)

IV. COORDINATION AND COMMUNITY RESIDENT PARTICIPATION

A. LINKAGES AND INFORMATION SHARING

1. Describe how the partnerships formed to implement the four elements of the Weed and Seed strategy are linked together to accomplish common goals. Your response should reflect the commitments as set forth by the agreements you have reached with public and private partners who will coordinate efforts to implement the Weed and Seed strategy. Discuss how the Weed and Seed effort will establish or improve coordination in the designated area. At a minimum, address the following elements:

- 🏠 **Coordination Within and Between Elements.** Discuss how you will ensure that the various partnering agencies involved in your Weed and Seed strategy will communicate with one another, coordinate their activities, and provide referrals to each other. Indicate if this is already in place or was developed as part of the process in developing the Weed and Seed strategy and represents improved coordination for services in the designated area.
- 🏠 **Community Policing Linkages.** Discuss how the community policing strategy will be coordinated with the other elements of your strategy (law enforcement, prevention/intervention/treatment, and neighborhood restoration). These linkages are particularly important because community policing should serve as a bridge between the weeding and seeding elements of your strategy.
- 🏠 **Prevention, Intervention and Treatment Linkages.** Discuss how you will ensure that prevention, intervention, and treatment programs are coordinated in order to avoid duplication or gaps in services. How will these linkages be facilitated through management of your Safe Haven(s)?

B. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION

1. Describe how residents participated in the development of the Weed and Seed strategy
- 🏠 **Include specific ways in which residents were involved in preparing the Weed and Seed strategic plan.**

Examples of Memorandum of Agreements (MOA):

City A prepares a single MOA. The document begins with a general statement of support for the Weed and Seed strategy. Following is a listing, by agency, of the specific resources and commitments each is making toward the implementation of the Weed and Seed strategy. At the end of the document are signatures of each agency head. Below is information contained in the body of the MOA.

The United States Attorney or their designee will serve as Co-Chair of the Weed and Seed Steering Committee and will facilitate bimonthly/monthly meetings of the members.

The Prosecutor's Office will prosecute misdemeanants known to be gang members or drug dealers from the designated neighborhood, vigorously opposing suspended sentencing, home detention, and "OR" releases for these defendants.

The YWCA will assign a staff member to work five days a week from the Safe Haven site offering counseling services for victims and families involved in domestic violence.

The Probation Office will assign two probation officers to work with probationers and parolees in the designated neighborhood for one year. The cost of these assignments will be covered by appropriated funds. These assignments will be renewed for one additional year subject to the availability of Weed and Seed grant funding.

The Code Enforcement Office will assign a full-time Code Enforcement Officer to the designated neighborhood for one year. The cost of these assignments will be covered by appropriated funds. Renewal of this position will be dependent upon the availability of Weed and Seed grant funding.

The Community Development Corporation will be responsible for hiring and contracting with the Weed and Seed Coordinator and overseeing administration of the Weed and Seed grant.

NEIGHBORHOOD DATA

Your community needs assessment narrative must include both qualitative and quantitative (data/statistics) information about your proposed Weed and Seed area and surrounding neighborhood and city. Obtaining and understanding data, especially crime data that reflects the problems in your designated area is also an important step in developing a comprehensive Weed and Seed strategy. This data can assist you in deciding how you can address the problems and how you can monitor your progress once you've decided a course of action. Working with a university-based or research partner in your community can assist you in your efforts to obtain and analyze accurate data. This data, representing your neighborhood, can provide a framework for action, help focus how you address those problems through the Weed and Seed strategy, and allow you to evaluate your progress over time. Local data, reports and surveys conducted in your designated Weed and Seed area are important, as well. To obtain neighborhood or local data contact any state, city or county health, mental health, environmental drug prevention or criminal justice agencies. Some tips about data sources are presented below.

Selected Resources for Crime Data:

The *U.S. Department of Justice/Bureau of Justice Statistics (BJS)* is an important resource for crime data -Crime reports traditionally consist of monthly counts of offenses and arrests for certain offense categories. State and local agencies report these summary data to the FBI's Uniform Crime Reporting (UCR) Program. The top three crime problems indicated by UCR data are 1) homicide, 2) aggravated assault, and 3) robbery. The BJS website is an excellent resource about crime data <http://www.ojp.usdoj.gov/bjs/>. The site also provides information that the FBI has been collecting on homicides through the Supplementary Homicide Reports for many years and has launched the National Incident-Based Reporting System (NIBRS) to provide additional information about crime that was comparable across jurisdictions and included more types of crime. BJS also has on-line crime reported summary data as part of its *Law Enforcement Management and Administrative Statistics* and crime data from about 3,900 reporting local law enforcement agencies with population coverage of more than 10,000.

<http://149.101.22.40/dataonline/Search/Crime/Local/LocalCrime.cfm>

<http://www.ojp.usdoj.gov/bjs/welcome.html><http://www.ojp.usdoj.gov/nij/maps/briefingbook.html#cd>

UCR Data

The Uniform Crime Reporting (UCR) Program was conceived in 1929 by the International Association of Chiefs of Police to meet a need for reliable, uniform crime statistics for the nation. In 1930, the FBI was tasked with collecting, publishing, and archiving those statistics. Today, several annual statistical publications, such as the comprehensive *Crime in the United States*, are produced from data provided by nearly 17,000 law enforcement agencies across the United States. For more information, see <http://www.fbi.gov/ucr/ucr.htm#cius>

As a key partner in developing your Weed and Seed strategy, *you should first approach your local police department or local prosecutor to obtain local crime data for your designated area.* Today, police departments frequently use computer-mapped crime locations to delineate hot spots, or areas with high concentrations of crime. Highlighting such areas helps police direct patrols where they are most needed, thereby optimizing the deterrent effect of police presence. To learn more about crime mapping visit the National Institute of Justice's Mapping for Public Safety and Analysis website at: <http://www.ojp.usdoj.gov/nij/maps/briefingbook.html#cd>

The *Justice Research and Statistics Association (JRSA)* is a national nonprofit organization of state Statistical Analysis Center (SAC) directors, researchers, and practitioners throughout government, academia, and criminal justice organizations. <http://www.jrsa.org/> JRSA also maintains the on-line *Weed and Seed Data Center*. <http://www.weedandseeddatacenter.org/>

Formula Grant State Administering Agencies

Many states have developed information and local data about crime as part of their use of formula funds received from the U.S. Department of Justice (DOJ). Two of the largest sources of funding are through the Byrne Formula Grant Program, administered by DOJ's *Bureau of Justice Assistance* and the Juvenile Accountability Block Incentive Grant, administered by DOJ's *Office of Juvenile Delinquency and Prevention*. States submit a plan to OJP on how they expect to use the funds, which can include improving criminal justice information systems. To learn more about what local data systems may already be available to help your community plan crime prevention and neighborhood improvement strategies, contact your OJP state administering agency listed at: <http://www.ojp.usdoj.gov/state.htm>

Demographic/Economic and Social Neighborhood Indicators

U.S. Bureau of the Census - the most concise source for demographic data to describe your neighborhood is the census data. This website gives you many options for looking up local data: <http://www.census.gov/main/www/cen2000.html>

One relatively easy way to obtain 2000 census data from this homepage is to use the box titled "*Enter a Street Address to Find Census 2000 Data*" Once you have entered this address, city, state and zip code you will be given the option to view data for the zip code, as well as the entire state, the county, the county subdivision, the block/block group, the census tract or the Congressional district. The range of data you can view includes population, housing and selected economic data. You can also generate maps. You can also select "*State and Local Quick Facts*" to compare county and state population and housing data in which the Weed and Seed designated area is located.

Unemployment

For updated unemployment statistics visit the U.S. Department of Labor website at <http://data.bls.gov/cgi-bin/surveymost?la>

Additional Neighborhood Data Resources:

Many local communities have already developed on-line information systems containing housing or crimes data to facilitate neighborhood analysis and planning. Check with your local police department, county or city community/housing development or planning office or local United Way to see if this is available in your community.

See for example:

Philadelphia, Pennsylvania: <http://cml.upenn.edu/projects/nis.asp>

St. Paul Minnesota Police Department: http://www.stpaul.gov/depts/police/ca_1.html#Main_top

Franklin County, Ohio:

http://www.communityresearchpartners.org/hm/services2.cfm?projectcats_id=3&projects_id=12

Denver, Colorado: http://www.denvergov.org/Focus_Neighborhoods/template22122.asp

Cleveland, Ohio: http://povertycenter.cwru.edu/urban_poverty/dev/cando/whatis_cando.asp

Urban Institute -National Neighborhood Indicators Partnership

The National Neighborhood Indicators Partnership (NNIP) is a collaborative effort by the Urban Institute and local partners to further the development and use of neighborhood information systems in local policymaking and community building. <http://www.urban.org/nnip/about.html>

Selected on-line publications:

Gathering and Presenting Information About Your Neighborhood, LISC Center for Home Ownership

http://www.liscnet.org/resources/2001/09/neighborhood_541.shtml?Affordable+Housing

Community Based Neighborhood Planning: A Step-by-Step, How-to Guide, Enterprise Foundation <http://www.enterprisefoundation.org/resources/ERD/browse.asp?c=31>

Where to Get Neighborhood Data for Planning: <http://www.nhi.org/resource/data.html>

SAMPLE WEED and SEED STRATEGIES

Example #1: City ABC: Law Enforcement Strategy 1

Goal: Reduce juvenile crime in the designated neighborhood.

Objectives:

Increase the number of nonviolent juvenile offenders referred to Youth Court for alternative sentencing and disposition.

Develop comprehensive strategies for the speedy apprehension, disposition, prosecution, and/or adjudication of juvenile offenders whose arrests involve alcohol, drugs, and/or weapons.

Tasks:

Expand the number and type of activities, which can serve as community work service sentences for nonviolent juveniles.

Who Will Accomplish Tasks:

ABC Police Department will use undercover officers and confidential informants to purchase drugs and weapons from juvenile dealers.

Work with the ABC County Juvenile Justice Office to ensure that juveniles whose arrests involve drugs, alcohol, or weapons enter mandatory substance abuse, anger management or other appropriate programs.

Support the development of pre-trial intervention and deferred prosecution alternatives for juveniles charged with drug, alcohol, and weapons violations, working with ABC District Attorney's Office and ABC Family Court.

Outcome Measure(s):

75 juveniles complete work service sentences within 3 years.

Conduct 10 new community work projects for nonviolent juveniles to complete alternative sentencing in 3 years.

Reduce drug, alcohol, and weapons violations committed by juveniles by 30% within three years.

Increase by 20% the number of youth who enter mandatory substance abuse, anger management or other appropriate programs in 3 years.

Example #2: City XYZ: Neighborhood Restoration Strategy 1

Goal: Restore the community by encouraging home ownership and rehabilitating dilapidated property.

Objectives:

Increase the number of residents accessing public resources for home purchasing and home maintenance assistance programs for refurbishing and maintaining property.

Eliminate drug houses through increased coordination among community organizations, code enforcement officers and community policing officers.

Tasks:

Work with local government to develop a home rehabilitation program specifically designed for low and very-low income homeowners.

Prepare and disseminate a brochure describing public resources for home purchasing and how to access home maintenance assistance programs.

Establish a disorderly/nuisance hotline for residents to anonymously report housing code violations.

Support local churches by establishing an "adopt a block" program to facilitate acquiring help for elderly residents who need minor maintenance and landscaping work done.

Outcome Measures:

Increase the number of homeowners accessing home maintenance assistance programs by 20% by year 3.

Identify and correct 10 disorderly/nuisance properties per year.

WHAT IS A WEED AND SEED SAFE HAVEN?

A Safe Haven is a multi-service center where a variety of youth and adult services are coordinated in a highly visible, accessible facility that is secure against crime and illegal drug activity. It is a place where youth and other residents can access needed services, develop relationships, and find opportunities to be productive and successful, and enhance skills. Through its visibility, proximity, and program diversity for residents of all ages, it fosters resistance to drugs, crime and other neighborhood problems. A Safe Haven provides an environment for residents and service providers to revitalize their neighborhood. It encourages them to identify existing core problems as well as to develop programs and services to ameliorate these problems through prevention, intervention, and treatment activities.

The Safe Haven should provide a variety of services and supportive programs, e.g., educational, cultural, recreational, health, and justice-related, with emphasis on coordinated delivery of these services. Using the risk and protective factor assessment, local communities decide on the priority risks to be addressed as well as fill existing gaps in the service delivery systems. Case management should be closely coordinated for all family members based on their unique assessment and needs.

A Safe Haven should be a safe and secure facility. A neighborhood school is one example of an ideal place to locate a Safe Haven and maximize the coordination of services. The school is usually a well-known and well-respected facility with ample room for a broad variety of activities. It is usually very defensible against crime and often protected by the drug-free school zone laws.

A Safe Haven should be accessible to a wide range of individuals from the designated neighborhood. The Safe Haven will provide youth, parents and other residents with a safe place to go, and productive activities. For example, parenting classes will teach how to strengthen family bonds; teachers will be able to enhance their skills in proactive classroom management; and neighborhood groups can learn how to advocate for their community.

A Safe Haven should have trained paid and volunteer staff available. Training provided to Safe Haven staff should emphasize principles of collaboration, enhanced adult and youth case management skills, drug and alcohol abuse prevention and education, volunteer training, and planning. A Safe Haven should be open outside of normal school and work hours. It should also be open on weekends and during summer vacations.

A Safe Haven can play a role in any broad neighborhood revitalization effort. Successful neighborhood restoration requires a comprehensive strategy which coordinates efforts by law enforcement, community groups, schools, public and private social service agencies, government, and the private sector, working together to restore distressed neighborhoods.

Program selection and implementation in a Safe Haven are guided by a "risk and protective factor" approach. Risk factors are identified and prioritized, then addressed with a comprehensive strategy that reduces risks while enhancing protective factors that can lessen the impact of being exposed to these risks.

Communities can utilize a similar comprehensive risk and protective factor-focused prevention approach to solve other health and behavior problems an approach that can maximize a Safe Haven's chances for success. For additional information regarding this approach, see the Weed and Seed Implementation Manual.

APPENDIX E

Weed and Seed Site Development Benchmarks

A Weed and Seed initiative that is successful and sustainable achieves certain goals by the end of each year. From our experience with these initiatives and with input from the field, CCDO has provided these benchmarks to show sites the level at which they should be performing on an annual basis. The benchmarks are broken out by year, for a 5-year period. It is a good idea to become familiar with these benchmarks as you are developing your Weed and Seed strategy so you will know what progress is expected from an Officially Recognized sites. Once a site receives OR, these benchmarks are also used as a consideration in future funding decisions.

First Year Benchmarks

- Steering Committee establishes the site's organizational management structure with clear roles and responsibilities.
- Steering Committee functions, meets monthly, and develops Site Coordinator's job description.
- Hire Coordinator with Steering Committee approval.
- Steering Committee works with Site Coordinator to determine and address program staffing needs.
- Steering Committee develops Operational Policies and Procedures (clear expectations of staff and volunteers).
- Site Coordinator works with Grantee (fiscal agent) to develop procedures necessary to track grant funds and ensure their timely expenditure.
- Strategy implementation begins in all four elements (established timeline based on OR strategy). Baseline data to support goals and objectives of OR strategy collected.
- Begin program publicity and outreach efforts to recruit neighborhood leaders and mobilize community.
- Begin Coordinating efforts with local initiatives (i.e. coordinate law enforcement resources and activities).
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Timely Submission of Programmatic Progress Reports to provide measurable program outcome information. The site begins operations toward achieving the goals and objectives stated in the OR application and grant application.
- Steering Committee and Site Coordinator evaluate site progress annually to determine site TA needs (if any).
- Plan for next year (Activities, timelines, and budget) and program sustainment.

Second Year Benchmarks

- Steering Committee continues to educate, guide and re-evaluate the organizational management structure, meets at least monthly.
- Grantee (and/or USAO) Evaluates Coordinator Performance (annually) with Steering Committee input.

- Continue program publicity and outreach efforts to recruit neighborhood leaders and mobilize community.
- Continue to coordinate efforts with local initiatives (i.e. coordinate programs with local parks & recreation department).
- Strategy implementation is underway in all four elements to achieve measurable outcomes, especially law enforcement/community policing (See OR application and scope of work provided in grant application).
- Continue data collection to support goals and objectives of OR strategy.
- Special Emphasis Program developed by Steering Committee based on community needs and program implementation begun.
- Communicate regularly with all partners to include USAO, CCDO and community members. All need to hear about site developments on a regular basis through newsletters, fax, neighborhood visits, email, community meetings, etc.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Site Coordinator and Steering Committee (or sub-committee) work together to ensure timely expenditure of grant funds.
- Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR and grant applications.
- Steering Committee and Site Coordinator evaluate site progress to determine TA needs (if any).
- Steering Committee plans for next year (Activities, timelines and budget) and sustainment and begins initial plans for program evaluation.

Third Year Benchmarks

- Steering Committee and organizational structure solidly functions, meets at least quarterly.
- Grantee Evaluate Coordinator Performance (annually) with Steering Committee input
- Establish sub-committee to Steering Committee to continue looking for additional funding or in-kind resources to ensure program sustainment.
- Weed and Seed effort is beginning to be included in city/community plans.
- Identify and build sustainable leadership among community members (new leaders to foster commitment and continue the work), while continuing to mobilize community through program publicity and outreach efforts.
- Strategy implementation toward goals and objectives (measurable outcomes) in all four elements (See OR application and grant application).
- Special Emphasis Program(s) fully operational.
- Continue regular communication with all partners to include USAO, CCDO and community members. All need to hear about site developments on a regular basis through newsletter, fax, neighborhood visits, email, community meetings, etc.
- Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.
- Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR application and grant application.

Steering Committee and Site Coordinator evaluate site progress to determine TA needs (if any).

Evaluation tool identified; preliminary evaluation plans developed based on CCDO site evaluation literature.

Steering Committee plans for next year (Activities, timelines and budget).

Fourth Year Benchmarks

Steering Committee and organization structure still solidly functioning, still meets at least quarterly.

Grantee Evaluates Coordinator Performance (annually) with Steering Committee input.

Sub-committee continues to search for additional resources beyond grant for program sustainment (funding and in-kind resources).

Community leaders have established working relationship with local officials.

Strategy implementation toward goals and objectives (measurable outcomes) in all four elements (based on site OR application and grant application).

Continue program publicity and outreach efforts to mobilize community and recruit new community leaders.

Communicate regularly with all partners to include USAO, CCDO and community members. All need to hear about things on a regular basis through newsletter, fax, neighborhood visits, email, community meetings, etc.

Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures. Timely Submission of Programmatic

Progress Reports that provide measurable outcome information. The site continues to operate toward achieving the goals and objectives stated in the OR application and grant application.

Site undergoes program evaluation to assess overall effectiveness of OR strategy implementation.

Site Coordinator and Steering Committee review previous years' grant applications to determine plans for final year of OR, including TA needs (activities, timelines and budget).

Fifth Year Benchmarks

Steering Committee and organization structure still solidly functioning, still meets at least quarterly.

Grantee Evaluates Coordinator Performance (annually) with Steering Committee input.

Sub-committee continues search for additional resources beyond grant for sustainment (funding and in-kind).

Plans are made to continue community development efforts and strategic planning through various funding sources.

Weed and Seed community is included in city/community planning.

Community Leaders identified and working to sustain efforts and continue community mobilization.

Timely Submission of Fiscal Reports to CCDO/OJP on grant expenditures.

- ❑ Timely Submission of Programmatic Progress Reports that provide measurable outcome information. The final progress report provides information on the accomplishments and outcomes achieved toward the goals and objectives stated in the OR application.
- ❑ Steering Committee determines if there is a need to continue program in other neighborhoods based on program evaluation findings and current crime statistics. If so, plans for next OR strategy are begun.
- ❑ Full evaluation report available by end of fifth year that assesses overall program accomplishments and effectiveness.