

**Executive Office for Weed and Seed**  
**2002 Official Recognition Guidelines and Application**  
**INTRODUCTION**

**OPERATION WEED AND SEED**

**What is this guide and application?**

*This guide will assist you in completing your **Official Recognition (OR)** application.*

*This is **NOT** an application for funding.*

*This is the application to use, whether you are a brand new site or a returning Weed and Seed site with OR status that has reached the 5 year point and expired - in which case you are applying for*

**Official Recognition Recertification.**

*OR Recertification applications must replicate the Weed and Seed strategy (i.e. use the four components of a Weed and Seed strategy) in a significantly new geographic area.*

*Be sure to note specific requirements indicated in this guide for applicants seeking OR Recertification.*

*This guide supercedes all earlier versions and provides step-by-step instructions with samples to help you.*

*Be sure to review this guide thoroughly and develop your application using the format and instructions in each section.*

*This guide contains some key revisions/updates highlighted with the*

*following symbol: *

*If your community has not yet developed a Weed and Seed strategy, you must consult your local United States Attorneys Office and should refer to the EOWS Implementation*

*Manual for assistance.*

**SUBMISSION OF THE**

Operation Weed and Seed is a comprehensive strategy to help communities bring together people and resources to prevent and control crime and improve the quality of life. It is a community-based, innovative, and comprehensive multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. The Executive Office for Weed and Seed (EOWS) provides national leadership as well as management and administration of the program.

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 recognizes the importance of linking and coordinating Federal, state, and local law enforcement and criminal justice efforts with Federal, state, and local social services and private sector and community efforts. It also recognizes the paramount importance of community involvement. The strategy empowers community residents to assist in identifying and solving problems in their neighborhood.

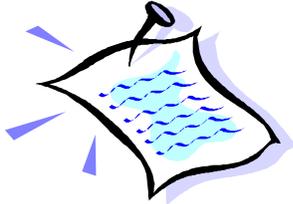
*An application for Official Recognition is **NOT** an application for funding. The Weed and Seed program is first and foremost a comprehensive strategy developed with many local partners—including your United States Attorney’s Office-- to prevent and control crime and improve the quality of life in your community. These partnerships are about bringing the people and the resources you need to address the problems your community is facing. This application should describe your local strategy, developed within the guidelines, and explain how you will implement that strategy.*

***OFFICIAL RECOGNITION** means that the Executive Office for Weed and Seed (EOWS) has approved your strategy. Official Recognition only lasts for 5 calendar years.*

*If you receive **Official Recognition** you are eligible to apply for funding from EOWS, subject to the availability of funds.*

## OFFICIAL RECOGNITION APPLICATION

### *Know the new deadlines....*



### *Know where to send copies of your application....*

*Please call EOWS at (202) 616-1152 with any questions concerning the guidelines or application process.*

### *Are you just getting started with a Weed and Seed strategy?*

*Many times a core group of people*

*such as community leaders, residents, representatives from the U.S. Attorney's Office, the Mayor's Office, and the Police Department*

*-begin the process of thinking about developing a Weed and Seed strategy.*

*(See Attachment 2 of this document for more references)*

☞ By August 31, 2002 (POSTMARK DATE) all applicants must submit a letter of intent to EOWS co-signed by the applicant and their U.S. Attorney prior to the full application.

☞ By October 15, 2002, the applicant must submit the OR Application to its U.S. Attorney's Office (USAO). 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. 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.

☞ By October 31, 2002 (POSTMARK DATE) the Final OR Application must be submitted to EOWS, with the cover letter signed by the U.S. Attorney.

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Applicants should submit one original and two copies of the completed application to:

Director  
Executive Office for Weed and Seed  
810 7<sup>th</sup> Street N.W., 6<sup>th</sup> floor  
Washington D.C. 20531

The completed application must also include a letter from the local U.S. Attorney endorsing the strategy.

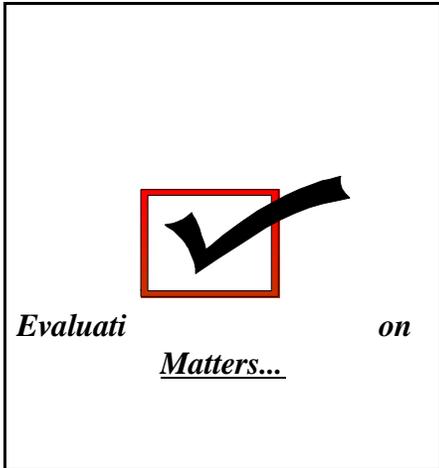
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☞ To learn more about EOWS visit our website at the following address: <http://www.ojp.usdoj.gov/eows/>

☞ The **EOWS Implementation Manual** is available on the following website:  
[http://www.ojp.usdoj.gov/eows/imp\\_manual.htm](http://www.ojp.usdoj.gov/eows/imp_manual.htm)

☞ 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>

☞ 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 see the new EOWS publication:

### Evaluating a Weed and Seed Strategy (February 2002)

PDF format:

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

Text Format:

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

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## OFFICIAL RECOGNITION

If your community is interested in becoming a Weed and Seed site, you must develop a Weed and Seed strategy and submit an application for Official Recognition (OR).

*Be sure you understand that Official Recognition expires after 5 calendar years....*

Beginning in FY 2002, Official Recognition will be valid for 5 calendar years after it is given. To be eligible for funding in FY 2003, all sites that received Official Recognition prior to May 31, 1998 (equal to 5 calendar years prior to May 31, 2003), will be required to submit a Letter of Intent (co-signed by the U.S. Attorney) to develop a new application for Official Recognition by August 31, 2002. The application for Official Recognition must be submitted to the U.S. Attorney's Office by October 15, 2002 (Postmark Date). 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. The final OR Application must be sent to EOWS by October 31, 2002 (Postmark Date) with a cover letter signed by the U.S. Attorney.

**Weed and Seed sites that are seeking OR Recertification after 5 years MUST submit an OR strategy that expands or is in a significantly new geographic area within your jurisdiction.**

**The new OR strategy should replicate the Weed and Seed strategy (i.e. use the four components of a Weed and Seed strategy) and should reflect a strategy that addresses the problems, issues and concerns in the new area.**

To be eligible for Official Recognition Recertification, sites must have resolved all previous audit findings by the Office of the Comptroller. In developing their new Official Recognition submissions, recertifying sites are required to replicate the Weed and Seed strategy in a significantly new geographic area. At least 75 percent of any subsequent Weed and Seed grant must be used for activities in the new area.

The OR application is a detailed description of a site's Weed and Seed strategy. Communities develop the strategy according to EOWS guidelines described in detail below. Once completed and submitted to EOWS, each site's specific strategy is evaluated to determine whether the standards set out in the guidelines have been met.

**WHAT DOES OFFICIAL  
RECOGNITION MEAN FOR MY  
COMMUNITY?**

If approved, a site will receive OR certification which makes it **eligible to apply** for future EOWS funding, subject to the availability of funds, and to use the EOWS Weed and Seed logo. 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 EOWS-sponsored training and technical assistance; and use of the EOWS Weed and Seed logo.

*Note: While Official Recognition makes sites **eligible to apply** for future Weed and Seed funding, such funding is not guaranteed.*

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; i.e., the working relationships that develop out of the coordination process can, in the long run, be worth more than any grant funding which a site may eventually receive.

**DEVELOPING THE WEED  
AND SEED STRATEGY**

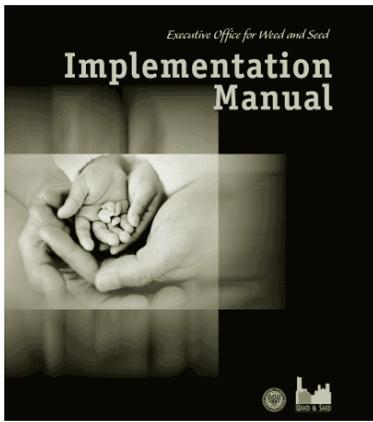
*Weed and Seed is first and foremost a community strategy, not a grant program...*

**Your OR Application is your strategic plan for addressing community issues. The strategic plan is a tool to help guide you through meeting the goals and objectives you have set for your community.**

A local community undergoes a systematic process called “strategic planning” to develop the Weed and Seed strategy. The strategic planning process assists a community with identifying a future vision, managing change, and creating the best possible future for its residents. This process involves:

- § A focused process that concentrates on selected issues;
- § Explicit consideration of resource availability;
- § Assessment of community problems and needs;
- § An action-orientation, with a strong emphasis on practical results; and
- § An emphasis on 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, published by EOWS, 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. EOWS strongly suggests that any potential Weed and Seed site carefully review the manual prior to preparation of a Weed and Seed strategy. (The manual is available from EOWS --

call 202/616-1152 or access the complete document on the EOWS website at

[http://www.ojp.usdoj.gov/eows/imp\\_manual.htm](http://www.ojp.usdoj.gov/eows/imp_manual.htm))

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## **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 EOWS, and as facilitator of the all important community-based coordination efforts.

In 2002, EOWS 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. This letter is due to EOWS approximately 2 months prior to the OR application deadline. [See page 2 for 2002 deadlines]



In addition to the letter of intent sent prior to receipt of the completed application, EOWS also requires that the you submit your application to the U.S. Attorney's Office (approximately 2 weeks before it is due in EOWS) for review and to receive a letter signed by the U.S. Attorney that must accompany the final OR application sent to EOWS.



## **GUIDELINES FOR THE OFFICIAL RECOGNITION APPLICATION**

As indicated above, a community develops a Weed and Seed strategy in accordance with EOWS guidelines. These guidelines outline the specific information that should be included in the strategy in order for a community to be approved for OR. The guidelines are divided into four major sections with each having multiple subheadings. The sections are:

- § Management Structure,
- § Neighborhood Selection and Assessment,
- § Weed and Seed Strategy, and
- § Coordination.

The sections follow a logical order and build upon each other. Examples are provided to illustrate basic concepts and issues.

**EXECUTIVE OFFICE FOR WEED AND SEED  
GUIDELINES FOR THE  
OFFICIAL RECOGNITION APPLICATION**

**I. MANAGEMENT  
STRUCTURE**

**A. CONTACT PERSON(S)**

- 1. List the contact person(s) with whom EOWS should communicate for follow-up on your application.** For each person, include contact details: name, postal address, phone, fax, and internet e-mail.

**Note:** *Please respond fully to each of the items presented. Your answers should follow the exact format as set in this guide. In your answers, repeat the **HEADING NUMBER and NAME FOR EACH SECTION.** Repeating the question, however, is not necessary.*

**B. STEERING COMMITTEE**

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, designing and developing programs, providing guidance on implementation, and assessing program achievements.

As a practical matter, your Steering Committee may need to set up subcommittees to address each of the components of the strategy - law enforcement and community policing; and neighborhood restoration; and prevention, intervention and treatment. You may want to include reference to how these subcommittees will help implement the work in your strategic plan.

**Note:** *A successful strategy must have community input! It is required that a significant number of residents serve on the Steering Committee. These residents should be considered "grass roots" representatives and not individuals serving in an official capacity (i.e., government employee, legislator, etc).*

- 1. Describe the membership of your site's Steering Committee.** List the name, title, and organizational affiliation of each committee member. *Place an asterisk next to those committee members who live in the designated neighborhood.*

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 4 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 agencies; schools; non-profit and community-based organizations (i.e., United Way or Boys and Girls Clubs); and small businesses or corporations.

⇒ OR Recertification Applicants should include information in this section about any new partners that are in the Steering Committee and describe, further in the application, how they will enhance your strategic plan.

**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 the frequency of meetings it took to complete the strategic plan.);

**Note:** *If you are unsure of a Steering Committee's roles and responsibilities, you should refer to the Operation Weed and Seed Implementation Manual for assistance.*

§ When the Steering Committee was formed and the frequency of meetings to date (and anticipated frequency of future meetings);

§ Organization of the Steering Committee, including subcommittees, chairpersons, and officers (**submit a clear organizational chart and narrative explaining their roles**); and

§ Roles and responsibilities of the Steering Committee to be assumed during strategy implementation.

**C. DAY-TO-DAY MANAGEMENT**

**Note:** *If you are unsure of a Coordinator's roles and responsibilities, you should refer to the Operation Weed and Seed Implementation Manual for assistance.*

**1. Explain 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.



*Be sure to look at the new EOWS publication:*

*Evaluating a Weed and Seed Strategy*

*See Page 3 for on-line website address.*

**D. EVALUATION.** New OR applicants are strongly advised to build in ways in which you can measure how well your strategy is working --- consider involving a local college/university to assist in this effort from the start.

☞ Sites that are applying for OR Recertification are required to discuss how work in previously designated geographic area was evaluated and summarize results, including successful outcomes and assessment of obstacles.

**1. Discuss the plan for evaluating the Weed and Seed strategy.** You should have a plan for and conduct an objective evaluation of your strategy in order to measure its progress and success. An arrangement with an academic or analytic partner is strongly encouraged and may be helpful in the development and analysis of the evaluation.

- § In this section of your strategy, *at the minimum*, address the following elements (others may be added depending on specific circumstances in your community):
- § Identify who will be responsible for conducting the evaluation; include how you decided you would use this person/agency and their qualifications;
- § Identify how the evaluation will be carried out ; and
- § Identify the frequency by which reports will be generated.

Note: In a later section of this application you will be asked to identify specific evaluation criteria, that is, some measurable outcome(s) that will enable you to determine if your goals and objectives have been achieved. Your overall evaluation plan, discussed here, should address how you will monitor those measurable outcomes.

## 2. OR Recertification Applicants

*If you are applying for OR Recertification, you are required to replicate the Weed and Seed strategy in a significantly new geographic area. These applicants should include reference to outcomes achieved, evaluations completed, and status of ongoing work in the previously designated Weed and Seed site. Your OR recertification application, however, must primarily address the crime problems, resources and partnerships in the new geographic area.*

*Remember that at least 75 percent of any subsequent Weed and Seed grant must be used for activities in the new area.*

OR Recertification applicants must include description of what changes have occurred in the designated area over the last 5 years. Compare current data describing neighborhood problems with data from 5 years ago. What are the differences...i.e. crime rates, housing renovations, code enforcement activity, school dropout rates, etc.? How have these changes helped shape your OR strategy in the new geographic area in which you are applying?

Please indicate if an evaluation is underway or has been completed. If currently underway, describe progress, interim findings and expected date of completion. If completed, summarize the key findings. Include description of how you evaluated your work and the name and contact information of researcher/agency that conducted any formal evaluation.

 Sites applying for OR Recertification should also include a description of any technical assistance on evaluations they may have received from EOWS and how it helped with any obstacles.

## II. NEIGHBORHOOD SELECTION AND ASSESSMENT

### A. THE DESIGNATED NEIGHBORHOOD

**Note:** *For detailed information on the neighborhood selection process, see the Operation Weed and Seed Implementation Manual.*



***Be sure to include a map with your application!***

- 1. Identify specific boundaries of the designated neighborhood.** Please include an 8-1/2" x 11" map with the boundaries marked and indicate the census tract(s) included in the site. 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 *not* exceed 50,000 residents.

⇒ If this is an OR Recertification application please indicate which of the following describes the designated area:

- ✓ **Expansion site with significantly new area** (includes part of original designated area, but expands to include a significantly new geographic area);

or

- ✓ **Newly designated geographic area**

### B. COMMUNITY NEEDS ASSESSMENT

A systematic needs assessment involves gathering and analyzing detailed information about a wide range of neighborhood characteristics, problems, and resources. It is not limited to a review of criminal activity; rather, it also considers some of the **(a)** underlying causes of crime problems, **(b)** the local resources that can be mobilized to combat them, and **(c)** unmet community needs. The needs assessment also provides baseline information – which is critical to evaluating the Weed and Seed effort. Community consultation is an important component of the needs assessment; input from local residents should be an integral part of the analysis and included in your responses below.

**Note:** *If you have selected more than one designated neighborhood, present the demographic characteristics and signs of neighborhood deterioration and potential for each.*

➤ *Looking for census information about your community?*

Visit <http://www.census.gov/>

**1. Discuss the demographic characteristics of the designated neighborhood relevant to the strategy.** These characteristics provide a picture of the character, qualities and unique elements of the designated neighborhood and its residents.

➤ Include statistics for at least 4 indicators which best describe the designated area; i.e., number of residents, poverty rate, household income, unemployment rate, percent of renter- and owner-occupied households, school dropout rate, racial/ethnic composition, etc. Please list source/date or all indicators; include U.S. Census figures and other state/local data.

➤ For context, compare and contrast at least 2 key demographic indicators for the designated area with those for the city or county in which the designated neighborhood resides.

**2. Discuss the signs of neighborhood deterioration and potential.** Integrate into your responses the residents' views and perspectives. Specifically, address the following elements:

a. Provide a detailed description and relevant statistics for each crime problem.

➤ Include at least 3 crime problems. For context, compare and contrast at least 2 key 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.

Use the following types of indicators in your discussions. (Other indicators may be used if they are more appropriate.):

- § Crime rate
- § Number of homicides
- § Uniform Crime Report arrests
- § Calls for service
- § Victimization survey results

**Note:** *Responses are not acceptable if only citywide statistics are provided; data for the designated neighborhoods are required.*

b. ➤ *Identify and explain 3 or more (in addition to those*

*described in section above) neighborhood problems and signs of neighborhood deterioration.* Provide a detailed description and relevant statistics for each neighborhood problem. Include the most serious and/or difficult problems 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 at least 2 or more demographic indicators for the designated area with those for the city or county in which the designated neighborhood resides.

(See HUD's website <http://www.hud.gov/offices/cpd> for more information)

- c. *Discuss the signs of any economic revitalization and how it relates to the designated area.* Is the designated neighborhood part of either the Department of Agriculture or the Housing and Urban Development's (HUD's) Initiative for Renewal Communities (RC's).. Empowerment Zone (EZ) and Enterprise Community (EC) site.. or does it have a similar 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.

### **3. Prepare an inventory of neighborhood resource providers.**

List the resource providers residing in, or currently serving the designated neighborhood, that may be important to your strategy. Indicate those resource providers that have already committed to partnering or collaborating in support of the strategy and briefly describe the type of resources they expect to provide directly related to the Weed and Seed strategy. The type of resource may be related to the provider's core mission – i.e. health clinic may begin nurse home visitation program in designated area – or a general resource – i.e. local library will provide space for Weed & Seed meetings in future. 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).

**Note:** *If you have selected more than one designated neighborhood, prepare an inventory of neighborhood resource providers for each.*

### **4. Identify the most serious unmet needs of the community that you hope to address in the Weed and Seed strategy.**

**Note:** *If you have selected*

*more than one designated neighborhood, identify the unmet needs for each.*

*List the unmet needs in order of priority from highest to lowest.*

Your priorities should directly correlate to the conditions defined in your description of neighborhood characteristics and signs of neighborhood deterioration and potential. You should integrate into your response the residents' views and perspectives on unmet needs.

**Example #1:**

*City A identified juvenile crime as a serious crime problem in the designated neighborhood. Police data indicates a 37% jump in juvenile arrests in the designated area in 1998. Total calls for service in the designated area increased by 12.5% in the same year – with particularly high increases in the number of calls for service regarding juveniles (a total of 364 calls for service involving juvenile crime and 270 involving juvenile runaways). This represented 20% of all calls for service involving juveniles in the city; a disproportionately large share of juvenile crime since the designated neighborhood represents just 11% of the city's total population. The community identified **youth recreational facilities and programs that encourage students to stay in school** as serious unmet needs.*

**Example #2:**

*City B identified poor quality housing as a serious problem of the designated neighborhood. According to a recent housing survey, 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. The community identified **removal of drug houses and nuisance properties, homeowner maintenance assistance programs, and affordable housing opportunities (owner occupied and rental housing)** as serious unmet needs.*



**5. Identify the consultation methods employed to gain resident input into the community needs assessment.** If you held community meetings, focus groups, or consultations with existing community organizations, state the number and type of meetings and how many residents attended. If you conducted a community survey, discuss the type of survey, date of survey administration (results should be less than two years old), number of responses received, and a brief summary of the results.

☞ All applicants must include specific ways in which residents were involved in preparing the Weed and Seed strategic plan.

### III. WEED AND SEED STRATEGY

*Sections A, B and C.1. discuss the elements (Planning Process, Timeframe, Weed & Seed Components) that must be included in your application.*

*Section C.2.outlines what you need to present for each Weed and Seed Component: goals, objectives, tasks,implementation plan and evaluation criteria.*

*Section C. 3. provides the exact format in which to present your strategic plan.*

**Note:** *It is required that you*

### A. THE PLANNING PROCESS

Based on the collaborative structure you identified and the description of the planning process used to develop the strategy in section I, as well as the community needs assessment discussed in section II, you should now present your strategic plan. This plan must include your major goals, objectives, tasks, implementation plans, and evaluation criteria for addressing the problems and unmet needs of the designated area and affecting long-term change.

The systematic process you use to identify this strategic information will enable you to 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.

### B. TIMEFRAME

**Identify the timeframe for the Weed and Seed Strategy.** Once approved, OR certification is for 5 years. But your OR application must include a timeline that covers at least 2 years and should indicate how that plan will be reviewed and updated after the timeframe you have selected. Both new and recertifying OR applicants must include justification as to why the timeframe you have used was selected.

### C. 1. COMPONENTS OF THE STRATEGY

Weed and Seed requires a comprehensive response to neighborhood problem solving; thus, a multi-level strategic plan must be developed. There are four basic components 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 the component areas. **You should identify and allocate existing resources within your community, as well as leveraging outside resources, to support your strategy.** The four components are described in detail below. Descriptions of the strategy that will be used in each of these components should relate to the data you presented in the previous section (i.e. demographics, signs of neighborhood deterioration, crime problems, etc).

*develop law enforcement strategies. It is preferable that the law enforcement strategies address prosecution, adjudication, and supervision.*

■ **Law Enforcement.** The Law Enforcement component of your strategy should focus on the reduction of chronic and violent street criminals in the designated neighborhood. It should consist primarily of law enforcement activities designed to identify, apprehend, and incapacitate violent street criminals. Interagency collaboration among federal, state and local law enforcement agencies should be a primary emphasis. Several program elements are involved in law —investigation, arrest, prosecution, adjudication, and supervision (probation, parole, and community corrections). Law enforcement strategies should address all of these elements (to the extent possible).

**Note:** *It is required that you develop strategies to create partnerships between the community and local police. It is preferable that the strategies demonstrate how community policing will serve as a bridge between the weeding and seeding aspects of the overall strategy.*

■ **Community Policing.** The Community Policing Component 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 components 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.



California Youth Authority, Safe Haven Mural, Selma, CA

**Note:** *As of FY 2002 sites are **encouraged** to have at least one Safe Haven in the designated neighborhood. See Attachment I for description.*

■ **Prevention/Intervention/Treatment.** The Prevention/Intervention/Treatment component 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 social services in a multi-service center setting such as a school or community center. EOWS 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; however, sites are encouraged to have at least one Safe Haven is established 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.*

**Note:** 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.

■ **Neighborhood Restoration.** The Neighborhood Restoration component of your strategy should focus on economic development activities designed to strengthen legitimate community institutions. Three areas may be addressed: economic development, employment opportunities for residents, and improved housing conditions and physical environment. EOWS 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.

➤ Describe your Weed and Seed Strategy using the Strategic Plan Format outline in C.3. of this section (Page 18).

**Note:** *It is required that the goals and objectives of your strategy specifically address the neighborhood problems and unmet needs identified in section II.*

## C.2. 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 4 component areas of the Weed and Seed strategy. OR recertification applicants must also briefly explain how they have addressed these areas in the initial years of operation.

1. **For each component 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. In short, they should clearly establish what you expect to accomplish.
2. **For each goal, identify the major objectives 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). You should strive for high impact and feasible objectives.
3. **For a 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.

- 4. For each task, identify an implementation plan, that is, the organization responsible for accomplishing the task and the start and end date for completion.** A timeline displaying the start and completion date for each task is also appropriate.
- 5. 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 to determine whether or not you accomplished the intended outcome, and in what timeframe.

↳ OR Recertification applicants must include some criteria for using same goals and objectives or why new ones were selected.

Both new and recertification applicants may consider using, but are not limited to, the following examples of measurable 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.D.1. an arrangement with an academic or analytic partner is strongly encouraged to help you develop measures which are appropriate to your strategy and for which data is (or can be made) available.

### **C. 3. STRATEGIC PLAN FORMAT**

Your strategy should resemble the following format. Include all items listed below.

## **LAW ENFORCEMENT**

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

Implementation

Plan: Responsible Organization, Start/Completion  
Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

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

Implementation

Plan: Responsible Organization, Start/Completion  
Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

## **COMMUNITY POLICING**

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

Implementation

Plan: Responsible Organization, Start/Completion  
Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

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

Implementation

Plan: Responsible Organization, Start/Completion  
Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

## **PREVENTION/INTERVENTION/TREATMENT**

**Note:**

Prevention, Intervention and Treatment Activities can be described as part of your Safe Haven.

See Attachment II for a general description of a Safe Haven.

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

Implementation

Plan: Responsible Organization, Start/Completion Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

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

Implementation

Plan: Responsible Organization, Start/Completion Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

**NEIGHBORHOOD RESTORATION**

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

Implementation

Plan: Responsible Organization, Start/Completion Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

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

Implementation

Plan: Responsible Organization, Start/Completion Dates (Timeline)

Evaluation

Criteria: Outcome Measure(s)

## C C.4. SAMPLE STRATEGIES

### Example #1:

#### *City A: 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.*

*Use undercover officers and confidential informants to purchase drugs and weapons from juvenile dealers.*

*Work with juvenile justice officials 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.*

#### **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 3 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 B: 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 various 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.*

## IV. COORDINATION



**Note:** *It is required that a majority of partnering agencies represented on the Steering Committee specify commitments and sign the MOA. It is preferable that most, if not all, partnering agencies specify their commitments to the Weed and Seed strategy and sign the MOA.*

## A. MEMORANDA OF AGREEMENT

### 1. Provide Memoranda of Agreement (MOA) from all partnering agencies involved in the Weed and Seed effort.

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.

- ⇒ A majority of partnering agencies on the steering committee must sign the MOA. The MOA should identify general commitments that are *not* dependent upon grant funding, i.e., providing staff to serve on the Steering Committee or sub-committees, reprogramming staff for service provision in the designated neighborhood, 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 update the MOA with additional details and commitments (including those which *are* dependent on grant funding), if Weed and Seed funding is awarded to your site subsequent to receiving OR.

#### **Example:**

*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.*

## **B. LINKAGES AND INFORMATION SHARING**

### **1. Describe how the four components of the Weed and Seed strategy are linked together to accomplish common goals.**

Your response should reflect the commitments set forth in your MOA(s). At a minimum, address the following elements:

- a. *Coordination Within and Between Components.* 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.
- b. *Community Policing Linkages.* Discuss how the community policing strategy will be coordinated with the other components 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 components of your strategy.
- c. *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)?

### **C. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION**

#### **1. Describe how residents will participate in the implementation of your Weed and Seed strategy.**

Specifically, address the following elements:

- § Role of residents in the community policing component of your strategy: specifically discuss how residents will work with community policing officers to resolve neighborhood problems;
- § Role of residents in the prevention/intervention/treatment component of your strategy: specifically discuss the role of residents in the operation of your Safe Haven(s); and
- § Role of residents in the neighborhood restoration component of your strategy.

### **D. OUTREACH AND MOBILIZATION**

#### **1. Describe your outreach plan to communicate with and mobilize neighborhood residents.** This final element of your coordination efforts is key to generating community participation, interest and involvement. Specifically, address the following elements:

- § How will you inform residents of your strategy's goals, services, and programs?

☞ Describe at least 1 outreach method to be used.

- § How will you mobilize residents to participate in Weed and Seed and help to achieve your overall goals and objectives?

- § What communication tools will you be developing and distributing to keep residents informed and promote Weed and Seed, i.e., newsletters, brochures, flyers, press releases, public meetings?

☞ Describe at least 2 communication tools to be used.

### **E. Developing Community Resources and Ensuring Future Sustainability**

An important part of Weed and Seed is developing community resources, leveraging funding and planning on sustaining your efforts in the future.

➡ As of 2002, OR Recognition is given for a strategy in a designated area for 5 calendar years only. That means that 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.

**In a one page narrative, all applicants should include preliminary plans for identifying and leveraging other resources from federal, state and local government, as well as private foundations and institutions. Your statement should include reference to how, during the 5 years of your strategy, you can begin to develop resources in your community— volunteer, training, or financial ---- that can sustain your effort.**



**Attachment 1  
DESCRIPTION OF A 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 the 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.

People have intuitively used this approach when challenged by serious threats like disease epidemics by responding with an all-out effort that includes intensive research, training, and even life-style changes. For example, programs using this type of comprehensive approach have successfully addressed heart disease, the number one killer of people in the United States. Community-wide prevention programs, like The Stanford Heart Disease Prevention Program and The Minnesota Heart Health Program, were successful in effectively changing behaviors and rates of heart disease because they identified the risk factors that made people more likely to develop heart disease, and then addressed those risks across the entire community. In addition, they enhanced the protective factors that can counter or provide buffers against these risk factors. For example, public information campaigns were mounted against excessive intakes of animal fats and salt, which are two key risk factors associated with heart disease. These campaigns also stressed the value of regular aerobic exercise as a vital protective factor in this area.

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.

## **Attachment 2** **Key On-Line Resources**

**Executive Office for Weed and Seed (Homepage)**  
<http://www.ojp.usdoj.gov/eows/>

**Executive Office for Weed and Seed Implementation Manual**  
[http://www.ojp.usdoj.gov/eows/imp\\_manual.htm](http://www.ojp.usdoj.gov/eows/imp_manual.htm)

**Evaluating a Weed and Seed Strategy**

PDF format:

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

Text Format:

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

**National Evaluation of Weed and Seed Case Studies**

**National Evaluation of Weed and Seed: Salt Lake City Case Study (Part 1)**

<http://www.ncjrs.org/pdffiles1/nij/175700-1.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175700.txt>

**National Evaluation of Weed and Seed: Salt Lake City Case Study (Part 2)**

<http://www.ncjrs.org/pdffiles1/nij/175700-2.pdf>

**National Evaluation of Weed and Seed: Seattle Case Study**

<http://www.ncjrs.org/pdffiles1/nij/175701.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175701.txt>

**National Evaluation of Weed and Seed: Shreveport Case Study (Part 1)**

<http://www.ncjrs.org/pdffiles1/nij/175702-1.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175702.txt>

**National Evaluation of Weed and Seed: Shreveport Case Study (Part 2)**

<http://www.ncjrs.org/pdffiles1/nij/175702-2.pdf>

**National Evaluation of Weed and Seed: Manatee/Sarasota Case Study (Part 1)**

<http://www.ncjrs.org/pdffiles1/nij/175698-1.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175698.txt>

**National Evaluation of Weed and Seed: Manatee/Sarasota Case Study (Part 2).**

<http://www.ncjrs.org/pdffiles1/nij/175698-2.pdf>

**National Evaluation of Weed and Seed: Pittsburgh Case Study**

<http://www.ncjrs.org/pdffiles1/175699.pdf>

<http://www.ncjrs.org/txtfiles1/175699.txt>

**National Evaluation of Weed and Seed: Hartford Case Study (Part 1)**

<http://www.ncjrs.org/pdffiles1/nij/175696-1.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175696.txt>

**National Evaluation of Weed and Seed: Hartford Case Study (Part 2)**

<http://www.ncjrs.org/pdffiles1/nij/175696-2.pdf>

**National Evaluation of Weed and Seed: Las Vegas Case Study.**

<http://www.ncjrs.org/pdffiles1/nij/175697.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175697.txt>

**National Evaluation of Weed and Seed: Akron Case Study.**

<http://www.ncjrs.org/pdffiles1/nij/175695.pdf>

<http://www.ncjrs.org/txtfiles1/nij/175695.txt>

**Additional Reference Sources:**

You may also want to access on-line publications contained in the **National Criminal Justice Reference Service** (NCJRS), which is a federally sponsored information clearinghouse for people around the country and the world involved with research, policy, and practice related to criminal and juvenile justice and drug control.

<http://www.ncjrs.org/whatsncjrs.html>

The **Justice Research and Statistics Association** is a national organization of state Statistical Analysis Center directors as well as analysts, researchers, and practitioners throughout the justice system. Their website is an excellent resource for data and statistics. It also contains several evaluations of Weed and Seed sites.

<http://www.jrsa.org/programs/wsevaluations.html>