

**A series of technical assistance
manuals for community coalitions**

STRATEGIZER[®]

THE WEED & SEED TOOLBOX

**DEVELOPED BY COMMUNITY ANTI-DRUG COALITIONS
OF AMERICA (CADCA), IN COLLABORATION WITH
THE U.S. DEPARTMENT OF JUSTICE, OFFICE OF
COMMUNITY CAPACITY DEVELOPMENT OFFICE**



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INTRODUCING *THE WEED AND SEED TOOLBOX*

Weed and Seed programs and community anti-drug coalitions have long been in the business of making communities safe and healthy. Our efforts take aim at reducing violence and drug involvement while crafting strategies that engage citizens, from children, parents, and politicians to police departments, housing authorities, drug and alcohol prevention/intervention agencies, and schools. While our vision – building safe and healthy communities – remains a constant, how we get there will vary. As community leaders, we think a lot about the delicate balance between being proactive and reactive, knowing that our job is to do both.

Now more than ever, we place the demand on ourselves to keep our goals in sight – that crime will be reduced and our communities will become less tolerant of alcohol and other drug abuse, guns, violence, gang activity, and poor living conditions. As Weed and Seed Communities (WSC) and community anti-drug coalitions, we understand the value of carrying out community needs assessments, organizing and convening Steering Committees and planning groups, strategically engaging new partners, developing and implementing logical programmatic goals and objectives, implementing hard-hitting strategies, and crafting realistic evaluation criteria. *The Weed and Seed Toolbox*, a *Strategizer* created by the Community Anti-Drug Coalitions of America (CADCA) and the U.S. Department of Justice's Community Capacity Development Office (CCDO), provides coalitions and WSC

with the tools to craft better and more sustainable prevention and intervention strategies to improve conditions in neighborhoods or communities, making them better, healthier, and safer places to live and work.

While this *Strategizer* places the spotlight on Weed and Seed, its message is relevant to all of us. Some of the information, i.e., updated Weed and Seed application guidelines, may not apply to you right now. Much of the information about the value of adapting evidence-based strategies; ideas on how communities have addressed hard-to-tackle issues; and strategies on where to go for additional funding are extremely applicable. Here's what you will learn:

- The ABC's of Weed and Seed
- The New WSC Application Process
- Evidence-based Strategies in a Weed and Seed Context
- Effective Evaluation Strategies that Measure Long- and Short-Term Progress
- Strategies that Protect Communities
 - Safeguarding Communities from Gun Violence
 - Protecting Communities from Methamphetamine Abuse
 - Addressing Prisoner Reentry
- Does Your Sustainability Plan Make-the-Grade?
- Helpful Resources

THE ABC'S OF WEED AND SEED

The U.S. Department of Justice's (DOJ) Weed and Seed Initiative, the program is a community-based, comprehensive multi-agency approach to improving law enforcement, crime prevention, and neighborhood restoration. It is a community-driven problem-solving strategy that works. Weed and Seed is designed for communities with persistently high levels of violent crime and related social problems, including drug and alcohol abuse, domestic violence, and other factors that place neighborhoods at-risk. There are currently about 250 Weed and Seed Communities throughout the country, ranging in geographic size from several neighborhood blocks in urban areas to entire townships and counties in more rural locations. Population size ranges from 3,000 to 50,000. The Weed and Seed Initiative, funded through the DOJ's Community Capacity Development Office, provides limited, discretionary grant resources to fund initial program development and/or to sustain efforts while outside funding relationships are forged.

The Weed and Seed Philosophy

Weed and Seed Communities integrate a two-pronged approach to community health and revitalization.

- The “*Weed*” portion focuses on crime control, involving law enforcement tactics (law enforcement, adjudication, prosecution, probation, parole, and community corrections) and community policing (which is the bridge that links law enforcement to residents’ needs).
- The “*Seed*” component addresses community revitalization (prevention, intervention, and treatment, and neighborhood restoration).

Implementation and integration of these strategies help communities become more resilient and healthy. Weed and Seed approaches depend on community participation, collaboration, and coordination. Four building blocks create the foundation for all WSC:

1. Law enforcement: Promotes reductions in violent street crime by identifying, apprehending, and removing chronic and violent street criminals from designated neighborhoods using various crime suppression activities.
2. Community policing: Links Weeding and Seeding activities, law enforcement resources, and community partners together and *must be incorporated into each effort*.

3. Prevention, intervention, and treatment: Creates, maintains, and strengthens linkages among law enforcement and social service agencies, the private sector, and the community to concentrate a broad array of human services that address community needs.
4. Neighborhood restoration: Speaks to all aspects of community revitalization and restoration. At least two of the following must addressed in WSC plans: Job training and employment opportunities; small business development; improved housing conditions; physical environment clean-ups; systems development and enhancement; and/or transportation. Coordination of city planning, economic development offices, city council, and community development corporations is also key.

WSC are strongly encouraged to have:

- Save Havens: At least one multi-service center in or near the designated area - where children, youth, and families can take classes, participate in activities, and receive other support.
- Re-entry programs: Which include control mechanisms and coordinated housing assistance, employment help, remedial education, health and mental health, substance abuse, and other support services. *Re-entry programs may satisfy both “Weeding” and “Seeding” sides of the WSC strategy.*

The coordination of Federal programs with WSC – such as Project Safe Neighborhoods (PSN), Drug-Free Communities, Drug Courts, the Serious and Violent Offender Reentry Initiative (SVORI), and High Intensity Drug Trafficking Area (HIDTA) task forces – is extremely important. Programs from the Department of Education, Department of Health and Human Services’ Substance Abuse and Mental Health Services Administration (SAMHSA), and the U.S. Department of Labor’s One-Stop Career Center system, together with state, local, or private sector projects or organizations should be strategically aligned.

Revised Program Requirements

New to obtaining Weed and Seed funds is the requirement that a program’s five-year strategic plan include a minimum of two priority problems related to crime or the factors that contribute to crime in the first two years of operation. The two problems/issues must



The Weed & Seed Toolbox

each be addressed from a Weed (law enforcement and community policing techniques) and a Seed perspective (prevention/intervention/treatment and neighborhood restoration related solutions). Using the same formula, communities must expand their strategies to address at least two additional priority problem areas during the third through fifth years of the strategic plan.

Steering Committee Requirements

The Steering Committee ensures that WSC activities remain on-track and must include the following members. These entities need to concentrate their combined resources in the selected areas to maximize impact, and their collaboration must be evident from the start.

- U.S. Attorney (USAO) (or designee)
- The Drug Enforcement Administration's Special Agent In-Charge for the jurisdiction encompassing the community (or designee)
- Community residents of the designated area
- Local government
- Local law enforcement (i.e., chief of police)

CCDO strongly recommends that sites also consider representatives from:

- District Attorney's Office/Prosecutor's Office
- Federal, state, local, and/or tribal law enforcement agencies
- Non-profit organizations
- Foundations/corporations
- Faith-based institutions
- Social service agencies
- Planning organizations
- Community corrections
- Parole/probation
- Judiciary

- School boards
- Public and mental health organizations
- Employment agencies
- Housing organizations
- Remedial education

The USAO organizes and leads Steering Committee activities, from coordinating Federal, State, and local law enforcement efforts to garnering resources that could assist with seeding activities. Steering Committees must deliberately and openly address community problems; involve residents and decision-makers; base services on effective practices whenever possible; utilize, reallocate, and leverage existing local resources; and to ensure sustainability, quickly institutionalize programs and services within appropriate community structures/organizations.

Competitive Program Designation

The DOJ requires WSC to get organized and mobilized well before funding applications are accepted. Obtaining official Program Designation – ensuring that the right players are at the table, that preliminary assessments have been completed, and critical needs have been identified – helps to build concrete and sustainable goals and objectives. Funding is then based on real data and community commitment. Both are required to sustain Weed and Seed efforts for the long-term.

Competitive Program Designation takes about a year from start to finish, with no financial support. Communities must complete a series of steps to receive this designation, such as submitting appropriate paperwork, organizing the Steering Committee, conducting the necessary crime-related, community needs and assessment background research, and selecting targeted neighborhoods and resources. ***For more information, go to: www.ojp.usdoj.gov/ccdo/ws/welcome.html***

THE NEW WSC APPLICATION PROCESS

The FY 2008 Weed and Seed Communities Competitive Program Guideline and Application Kit, available at www.ojp.usdoj.gov/ccdo/ws/2008guideln.html, provides everything needed to prepare a complete and winning application. Below are key highlights of the new kit.

Funding Parameters

WSC funds are offered annually during a five-year program participation period. Grant resources are limited and should be viewed as a reward for initiating focused, coordinated, and consolidated efforts. Annual awards are based on a bell-curve design, where communities will compete for increasing funding levels in the beginning years of participation, with the amounts decreasing towards the end. This approach gives communities the opportunity to “ramp up” and use the funds during start-up, and replace them appropriately with other community resources as WSC grant support eventually terminates.

Funding facts you should know:

- The WSC funds may not exceed 75 percent of the initial cost of a project. A minimum of 25 percent of the initial project cost is a required match and must come from state, local, or private, non-Federal sources.

- A WSC may not receive grants for more than five years, or for more than one million (\$1,000,000.00) dollars.

Application Calendar

The funding cycle covers a 12-month period. WSC must complete continuation applications for years two through five. The current application schedule looks like this:

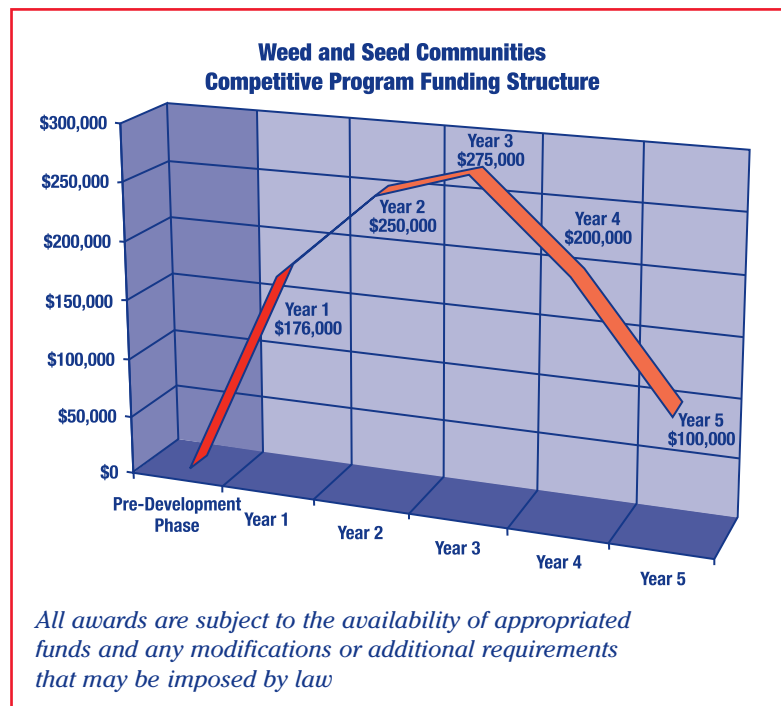
- Designation Intent: Sites notify the CCDO of their intent to become a WSC (May)
- Designation Application Certification: Applications due to the applicant’s local USAO (early August)
- Designation Application Due Date: Applications due to the CCDO (end of August)
- Application Decisions: June of the following year.

Check the CCDO Web site under “CCDO Funding/FY2008 Competitive Guidelines” for updated information.

Application Assessment and Review

WSC funding criteria is based on how well an application indicates:

- Evidence of persistent, serious violent crime
- Appropriate engagement of all sectors of the community, including residents
- Collaborative efforts among key players
- The ability to leverage resources
- A high-quality management plan and structure
- A comprehensive assessment of community conditions
- Focus on a limited number of initiatives, particularly at program commencement
- Clear articulation of the problems in a concise and compelling manner, strongly supported through the use of maps and statistics
- Evidence of a sustainability plan from the start



WSC APPLICATION CHECKLIST

<i>Application Section</i>	<i>Don't forget</i>
✓ Name and Location	Include the site/neighborhood name, city, state, and USAO District, and a basic description of the proposed WSC geographic boundaries and population.
✓ Executive Summary	Consider the executive summary as your marketing/advertising tool in reaching out to partners, potential funding organizations, and the community.
✓ Problems and Needs Assessment/ Site Selection	Address and prioritize your community's specific crimes and social problems including: <ul style="list-style-type: none"> 1-Adult/juvenile crime and reentry 2-Social problems and needs 3-Crime and other social problems A needs analysis of three years of the most recent available data must be included.
✓ Management Structure	Focus on the role of the U.S. Attorney and the Steering Committee.
✓ Coordination Components	Address the importance of coordinating existing and new government and private sector initiatives.
✓ Weed and Seed Plans	Provide a concise overview of your efforts.
✓ Performance Measures	Offer strategies on how you will acquire process and outcome data. Remember that the primary outcome required in all sites is to decrease crime in designated areas.
✓ Budget, Sustainability, and Leveraging	Indicate how you will supply expense and property controls to ensure appropriate use of funds.

EVIDENCE-BASED STRATEGIES IN A WEED AND SEED CONTEXT

Whether you are a WSC, a community anti-drug coalition or both, the need to craft “effective” interventions is key to your program’s success. Indeed, the ability to curb community risk factors and gain public and private support heavily depends on creating and implementing programs that actually work. CCDO and SAMHSA strongly encourage communities to consider implementing evidence-based programs that have already been evaluated and shown to be effective.

What are “Evidence-Based” Programs?

Evidence-based programs are those that have been shown to be effective in the short and long-term, by scientifically rigorous evaluations. CCDO developed the following classification system to help WSC and coalitions determine the strength of the evidence supporting potentially adaptable strategies and/or programs. The classification system is based on the premise that randomized, controlled evaluations produce stronger evidence than other types of evaluations. Randomized trials are studies that randomly assign individuals into either an intervention or a control group. When properly designed and implemented, randomized controlled studies are superior to other study designs in measuring whether any observed, positive changes in behavior are the result of the program and not other factors.

1. **Effective:** Programs shown to be effective by a well-designed randomized study. The programs change behavior not attitudes; have been replicated in at least one other community by a different implementation team; and have sustained effects for at least one year.
2. **Effective with reservation:** Meet the same criteria as outlined in the “effective” category, except they have not been replicated outside of the originating community.
3. **Promising:** Programs shown to be effective by well-designed quasi-experimental studies. (In quasi-experimental studies, participants are not randomly assigned to experiment and comparison groups. Instead the two groups are mixed and matched to reduce differences).

Important Note: CCDO and SAMSHA do not expect WSC and community coalitions to only implement programs with evidence qualifying for the top categories of the classification system. Instead WSC and community coalitions should be aware of the evidence supporting any programs they implement and give special consideration to programs with strong evidence.

4. **Insufficient evidence:** Programs evaluated by pre-post tests (the majority of evaluations) or experimental or quasi-experimental studies with serious methodological problems such as small sample size, poor statistical methodology, or insufficient outcome measures.
5. **Ineffective:** Programs shown to be ineffective by at least two experimental and/or quasi-experimental studies.

For more information on understanding how to determine if a program has strong evidence of effectiveness, see *What Constitutes Strong Evidence of a Program’s Effectiveness* at www.whitehouse.gov/omb/part/2004_program_eval.pdf. This guide was written by the U.S. Office of Management of Budget (OMB) to explain how OMB’s Program Assessment Rating Tool determines the strength of evaluations of Federal programs and applies to the evaluation of all programs with measurable outcomes.

Replication Readiness (Readiness for Dissemination)

It is not enough for a program to have strong evidence of effectiveness. Programs must provide sufficient support and guidance to ensure communities can realize results similar to those shown by evaluations of the program.

To confirm a program’s replication readiness, ask:

- Are training-related support materials and technical assistance available?
- Is ongoing, continuous guidance provided – are there updates on the curriculum or program?
- Are quality controls in place that prevent an organization from tinkering too much with the program’s

original design? This may include ongoing supervision of activities at the replicated site, review of tape recordings of intervention sessions, or other methods.

Reviews of Evidence-Based Programs

Several reviews are available online that assess the strength of the evidence supporting various programs. SAMHSA's recently revised National Registry of Evidence-Based Programs and Practices (NREPP) discusses the results of evaluations of substance abuse and mental health treatment and prevention programs. NREPP also discusses a program's replication readiness. Two major reviews of programs designed to reduce youth substance abuse and other anti-social behavior are *Helping America's Youth Program Tool* and *Blueprints for Violence Prevention*.

Effective Evaluation Strategies that Measure Long- and Short-Term Progress

When a WSC or community coalition implements a program, whether it's evidence-based or not, strategic planning should include program evaluation. For many, knowing how to effectively craft a sufficient evaluation is challenging. CCDO and CADCA recognize that the more scientifically-rigorous the evaluation, the more costly and timely the process can become. Such evaluations are often not possible. Thus, WSC and community coalitions should conduct evaluations with the following components:

- **Measurable Outcomes:** An evaluation should specify the behavior, condition, or knowledge you hope to change and the target population you want to impact. In percentage terms, outcomes should measure the extent of the proposed change as compared to baseline information and by what date the change can be expected. A basic pre-post test

Important Note: *The reviews are decision support tools and not authoritative lists of “endorsed” effective programs. Programs rated highly by a review may not achieve the same results in all circumstances. WSC and community anti-drug coalitions should avoid relying solely on reviews of evidence-based programs to decide which programs to implement. CCDO and CADCA encourage WSC and community coalitions to consider implementing programs rated highly by such reviews but the intent is not to limit WSC and community coalitions to a small set of well-evaluated programs.*

research design meets this requirement. A pre-post test compares participant behavior, attitudes, and knowledge before program involvement with after program involvement.

- **Short-term, intermediate, and long-term outcomes:** Measure short-term, intermediate, and long-term outcomes.
- **Process and Outcome Data:** Process information describes “who, what, how, and when.” It should provide details on what your organization did, including the challenges, what was done to overcome those challenges, and lessons learned. Outcome data describe the changes that occur in the community in comparison to baseline data, such as crime rate reductions in a targeted community; how many and what partners are engaged; and the rate of resident participation.

WSC and anti-drug coalitions are expected to supply such information to continue receiving funds. Performance measures should be clear and concise, and process and outcome data are very important. Working with an academic or research partner is required and may be helpful in developing measurable outcomes.

STRATEGIES THAT PROTECT COMMUNITIES

The strength of WSC and community anti-drug coalitions comes with their ability to simultaneously address challenges that could cripple a community. Getting ahead of a problem while also being ready to turn on a dime must be ingrained in the planning process. Creating safe neighborhoods, tackling methamphetamine abuse, and prisoner reentry are three challenges that require dual thinking and planning. Let's take a closer look at ways that communities are addressing these problems.

SAFEGUARDING COMMUNITIES FROM GUN VIOLENCE

Defining the Problem

Despite progress in the fight against gun violence in America, nearly half-a-million people are victims of firearms crime each year, and the U.S. gun crime rates are among the highest in the industrialized world. Particularly alarming is the high toll gun crime takes on young people. In 2003 alone, murder victims ages 13 to 24 were over four times more likely to be murdered with a gun than with all other weapons combined. DOJ's Project Safe Neighborhoods (PSN) is working to stop the destructive cycle of gun violence by vigorously enforcing firearms laws and sending the clear message that gun crime means hard time.

Planning Partners

Project Safe Neighborhoods works with existing local programs that target gun crime and provides them with additional tools to be successful. Planning partners include:

- Federal, state, and local law enforcement officials
- Prosecutors (District Attorney)
- Researchers
- Media and outreach specialists
- Community leaders

Prevention and Intervention Strategies

PSN are synonymous with comprehensive law enforcement and gun crime reduction strategies. Five essential elements make a "successful" PSN:

- **Partnerships:** Similar to the WSC, the U.S. Attorney is responsible for bringing together and leading a local task force which implements prevention, deterrence, and prosecution strategies to stop offenders from terrorizing communities.
- **Strategic planning:** Three national priorities are integrated into PSN strategic planning: Increased prosecution of violent organizations; heightened enforcement against illegal gun traffickers, and the licensees that supply them, with an emphasis on those who provide firearms to violent organizations and juveniles; and aggressive enforcement of Federal laws against those who are prohibited from possessing firearms or who use them in committing crimes.
- **Training:** PSN receive comprehensive, cross-training from non-profit organizations and educational institutions that provide concrete, evidence-based technical assistance.
- **Community outreach and public awareness:** PSN are known for producing and distributing collateral (brochures, toolkits, billboard advertisements, public service announcements, press releases, and articles); conducting direct mail campaigns; and sponsoring/facilitating workshops.
- **Accountability:** U.S. Attorneys are required to report to the DOJ twice a year on the status of their PSN strategies, describing the gun crime problems in each district, and the strategies the PSN is employing.

As with WSC, DOJ does not mandate a "one-size-fits-all" approach. Instead, these elements are tailored to a community's needs and capabilities.

Potential Funding Sources

Funding Agency	Description	URL
U.S. DOJ's Bureau of Justice Assistance, Project Safe Neighborhoods	Funds are used to hire and train new U.S. Attorneys and prosecutors to implement the enforcement and community outreach activities. Also funded is the updating and automating of records regarding fire arms violations, etc.	www.psn.gov/funding/index.html

COALITION IN-ACTION: PHILADELPHIA, PA'S PROJECT SAFE NEIGHBORHOODS

“Coordination between the community and law enforcement is critical when it comes to reducing gun violence. From the start and at the most basic level, law enforcement agencies need to be prepared to work closely with community groups.”

Richard Barrett
U.S. Attorney
Project Safe Neighborhood
Philadelphia, Pennsylvania

Overview

When Philadelphia's U.S. Attorney's Office implemented the PSN in 2002, the vision was to reduce gun violence in targeted locations throughout the city, including the West Philadelphia WSC. A task force was created, consisting of law enforcement officials, citizens, and the WSC program staff. To this day, the task force identifies groups and/or individuals who are trafficking firearms, drugs, or both, and the police and U.S. Attorney's Office work hard to close these cases. At the same time, U.S. Attorneys educate the community on firearms laws and safety issues. PSN targets young people and their parents, inmates in county and state prisons, faith- and community-based organizations, and businesses with their prevention/intervention messages. The U.S. Attorney's Office has also created a video that can be used for presentations when attorneys are not available. Affirms Richard Barrett, the U.S. Attorney at the helm of the PSN, "There's a lot of communication among those involved, and we know that our ability to combat community gun violence is based on how effectively law enforcement and citizens communicate."

Mr. Barrett also notes that particular attention is given to West Philadelphia's Weed and Seed efforts because the program has a direct line into the community. The Weed and Seed staff distributes PSN information, does presentations, and provides critical crime mapping information. This collaboration seems to

be making an impact. While the amount of overall gun violence in Philadelphia has recently gone up, concerted outreach and law enforcement efforts within the West Philadelphia Weed and Seed Community have yielded significant reductions in gun violence and increases in the number of arrests and prosecutions.

West Philadelphia's PSN Success

The U.S. Attorney's Office is proud of the relationships forged with the Weed and Seed site. There is little doubt that gun violence reductions are due in part to the trust that has been created among citizens, the U.S. Attorney's Office, and law enforcement officials. Police and the U.S. Attorney's Office are regular attendees at Weed and Seed meetings, and visa-versa, enabling everyone at the table to stay up-to-date on critical problems in targeted areas. "This open communication helps us keep close tabs on particular cases in the community, enabling us to act quickly and swiftly – we couldn't do it without WSC support," concludes Barrett.

Funding Streams

The PSN's primary funding comes from DOJ's Project Safe Neighborhood. Other sources include DOJ's Gang Violence Initiative and also through DOJ's CCDO, a public housing initiative aimed at reducing gun violence.

Want to learn more?

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www.psn.gov/about/index.html



PROTECTING COMMUNITIES FROM METHAMPHETAMINE ABUSE

Defining the Problem

As coalitions are well aware, methamphetamine abuse is having a tremendous impact on communities across the country. Probably the most striking are the images of people addicted to methamphetamine and how quickly their physical and mental health can decline once the drug takes hold. For users, meth's highly addictive and destructive nature can cause severe physical problems, anxiety, confusion, aggressive feelings, violent rages, cravings for more meth, and depression. Users may become psychotic and experience paranoia, hallucinations, mood disturbances, and delusions. Additionally, high doses of meth can increase a user's body temperature to dangerous, sometimes lethal levels, leading to convulsions and death.

Unlike other illegal drugs, meth can be manufactured from a variety of store-bought, household products and chemicals. It is often "cooked" in very crude laboratories, and does not require sophisticated equipment or extensive knowledge of chemistry. It is highly dangerous and toxic, generating poisonous fumes and highly explosive gases which can severely harm anyone exposed to them. Every pound of meth made can generate up to five pounds of toxic waste that can seep into the soil and groundwater.

Of particular concern are meth-exposed children, also known as Drug-Endangered Children (DEC). Meth, chemicals, and syringes are all within reach of them, and they often suffer from neglect from parents high on meth. Many children are rescued from homes with meth labs or meth using parents, and the mental, physical, and emotional consequences for these children are often severe.

Meth's impact on a community is wide-spread. Its production and use have environmental, health, and social implications, affecting users, drug-endangered children, family members, those who live in close proximity to meth labs, and the community at-large.

Planning Partners

The efforts of law enforcement, substance abuse treatment, social services, and environmental protection must be coordinated in order to strike hard at meth abuse. While these entities have a common vision of

protecting communities against this problem, they have their own marching orders. WSC and community coalitions can identify, recruit, and engage the right resources to ensure that the most effective enforcement, prevention, and intervention efforts are developed and implemented. Players at the planning table should represent:

- Law enforcement
- Public health
- Child welfare
- Schools
- Employers
- Substance abuse and mental health treatment
- Faith- and community-based organizations
- Environmental protection agencies
- Judicial system, drug courts, prosecutors
- Corrections
- Hospitals, medical and dental associations
- Media outlets
- Retailers

Prevention and Intervention Strategies

Here are specific goals and strategies to consider as your organization addresses meth and children, meth and the community, and meth and the user.

Meth and Children

Program goals: Identify and protect DEC from the harm caused by living with meth labs, meth abuse, and addiction. Educate children and young people about the dangers of methamphetamine abuse.

Strategies:

For DEC:

- Develop strategies on how best to identify these children.
- Develop Integrated interagency protocols and improve coordination of the criminal justice system, law enforcement, child welfare, and other community agencies with the goal of improving outcomes for these children.
- Help design interventions and strategies to remove children from unsafe environments.

For children and youth:



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- Create and implement education programs. Use posters, flyers, and presentations as ways to communicate the dangers of meth abuse and production and where to go for help.
- Implement meth awareness trainings and in-services for school staff.
- Involve student groups in meth prevention efforts and facilitate discussions about meth.
- Plan and implement a Meth Awareness Day, incorporating grade based contests; and develop images and slogans.
- Integrate free materials made available from the Federal government and other sources (see the *Resource Directory at the end of this Toolbox*).
- Participate in the U.S. Drug Enforcement Administration's National Red Ribbon Week (www.usdoj.gov/dea/ongoing/redribbon_factsheet.html) and related activities.

Meth and the Community

Program goals: Educate general audiences about methamphetamine abuse – who's abusing, how to recognize and prevent its abuse, and what to do when abuse and addiction occur.

Strategies:

- Create and distribute broadcast public service announcements that can be shown at movie theatres, on TV, and heard over the airwaves. Also create ads and billboards that highlight the

dangers of meth abuse and addiction, always providing direction on where to go for more information.

- Implement a neighborhood watch program, educating the community on the signs of meth labs.
- Because meth labs are found in rural communities, encourage the development of farm watch programs – particularly keeping an eye on supplies of anhydrous ammonia, a nitrogen fertilizer, and a chemical used to produce meth.
- Work with agri-business associations to develop “tamper tag” programs for anhydrous ammonia tanks that indicate if the tank has been vandalized.
- Develop and deliver meth awareness presentations to targeted audiences.
- Create a mock meth lab and integrate it into your presentations.
- Develop education programs for retailers to encourage compliance with precursor chemical laws.

Meth and the User

Program goals: Whenever possible, intervene in the pre-addiction phase, and help ensure the availability of better and comprehensive treatment and intervention services.

Strategies:

- Establish strong relationships across your region with substance abuse treatment providers and other healthcare professionals who are ready and to treat meth abuse and addiction.
- Encourage treatment providers to educate the community about meth abuse and treatment options.

- Work with employers who need help in addressing employee meth abuse. Provide information about drug-free workplace programs and how drug-testing can become a valuable tool, not to eliminate people from the workforce, but for identifying employees who need help.

Potential Funding Sources

Agency	Description	URL
SAMHSA's Prevention of Methamphetamine Abuse grants	Supports expansion of methamphetamine prevention interventions and/or infrastructure development	www.grants.gov/search/search.do?oppId=8783&mode=VIEW
SAMHSA's Targeted Capacity Development Grants	Provides treatment for methamphetamine addiction	www.samhsa.gov/news/newsreleases/050818_meth.html
SAMHSA's Tribal Community Methamphetamine Enforcement Training and Technical Assistance Program	Offers training and technical assistance to tribal law enforcement agencies interested in enhancing their enforcement and prevention response to methamphetamine abuse	www.grants.gov/search/search.do?oppId=11877&mode=VIEW
Administration for Children and Families' (ACF) National Resource Center on Child Protective Services	Provides information and training to child welfare workers on how to protect children whose parents use methamphetamine	www.acf.hhs.gov/programs/cb/tta/nrc/nrccps.htm
U.S. Department of Justice's COPS Methamphetamine Initiative	Helps state and local law enforcement agencies reduce the production, distribution, and use of methamphetamine	www.cops.usdoj.gov/default.asp?Item=57

COALITION IN-ACTION: OREGON'S MT. HOOD COALITION AGAINST DRUG CRIME

“Meth abuse is particularly widespread in Oregon. Our state treats more people for meth addiction per capita than any other state in the country, and meth production is rampant here, ranking 12th in the nation for meth labs seized in 2003. Our problem was dire.”

Shirley Morgan
Site Director-Coordinator/Coalition Founder
Mt. Hood Coalition Against Drug Crime
Welches, Oregon

Overview

Welches, Oregon is rural community of approximately 7500 full-time residents is at the base of Oregon's Mt. Hood. It is beautiful, surrounded by U.S. Forest Service property – and unfortunately, just the “right” environment for meth production. Says Shirley Morgan, Site Director-Coordinator/Coalition Founder of the Mt. Hood Coalition Against Drug Crime, “I lived down the street from a meth lab, smelled the chemicals being burned in the air, and saw the crime and violence taking place. I called the sheriff's office only to find that its team of four was busy with other priorities. I needed to take action.” Soon after, Morgan formed the Mt. Hood Coalition Against Drug Crime, which among other priorities, educates citizens about the meth production problem and teaches them how to become community watchdogs. At the heart of the coalition's strategy is a community surveillance program, which is comprised of concerned citizens and law enforcement officials who keep an eye on suspicious activity. Local residents are trained to recognize and monitor homes where drug production takes place, and report their findings to law enforcement officials.

The Mt. Hood Coalition eventually helped shatter a ring of 22 suspected meth houses and helped law enforcement officials seize three large meth labs. “These efforts empower us. This is not just the police's business – it's our business,” Morgan affirms.

Mt. Hood Coalition's Success

The Mt. Hood Coalition's decentralized committee structure is critical to the coalition's success. Its 18 “mini-coalitions” craft and implement interventions that can infiltrate specific niches in the community. While the committees operate independently, they do so in a coordinated manner, resulting in comprehensive service delivery. Thus, while one committee collaborates with police on running surveillance operations, another

manages a transportation program where those requiring substance treatment for meth and other drugs are taken to treatment programs. Likewise, its Safe Haven or Family Resource Center, as required by the Weed and Seed Program, is staffed by law enforcement officers, former teachers, principals, and other volunteers – ensuring community engagement at all levels.

Funding Streams

The Mt. Hood Coalition's funding comes from:

- DOJ's Weed and Seed
- SAMHSA's Drug-Free Communities
- Rural DOJ Domestic Violence grant
- White House Office of National Drug Control Policy's Mentoring grant
- Oregon Department of Transportation
- Mt. Hood Economic Alliance
- In-kind contributions

Want to learn more?

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ADDRESSING PRISONER REENTRY

Defining the Problem

Each year more than 600,000 adult inmates are released from state and Federal prisons, while an estimated 100,000 juveniles and youthful offenders are released from secure and residential detention centers. Unfortunately, ex-offenders returning to their communities can threaten the fragile cohesion of many of our most troubled neighborhoods. More often than not, the conditions that led them to crime and subsequently to prison – a lack of adequate education, little or no access to labor markets, and few or no connections to positive social support networks – are present when they are released. Ex-offenders also experience substance abuse addiction, mental illness, domestic violence, and a myriad of other challenges that can increase the likelihood that they will return to jail. And according to the Bureau of Justice Statistics (BJS) over 50 percent of those released from incarceration will be in some form of legal trouble within three years.

Planning Partners

Communities have learned that reentry programs must assist offenders in acquiring the life skills to succeed in the community and to become law-abiding citizens. This means obtaining adequate housing, remaining drug-free, maintaining healthy relationships with family and friends, and securing and sustaining legitimate employment. Effective reentry programs integrate a comprehensive case management approach, providing wrap-around services that help ex-offenders remain free of the criminal justice system's revolving door. In addition to the more obvious partners – corrections agencies, judicial systems, and law enforcement departments – other key players are:

- Housing programs
- Vocational and remedial education programs
- Faith and community-based organizations

- Child welfare organizations
- Employment programs, such as the U.S. Department of Labor's One Stop-Career Center system and other reentry-specific initiatives
- Substance abuse and mental health treatment facilities

Prevention and Intervention Strategies

Ideally, prisoner reentry programs begin while individuals are still incarcerated and continue throughout an offender's transition to, and stabilization within a community. The DOJ's Prisoner Re-entry Initiative focuses on three programmatic phases that WSC and community anti-drug coalitions can adapt:

- **Phase 1-Protect and Prepare** (institution-based): Prepares offenders to reenter society. Services include education, mental health and substance abuse treatment, job training, mentoring, and full diagnostic and risk assessment.
- **Phase 2-Control and Restore** (community-based transition): Works with offenders prior to, and immediately following their release from correctional institutions. Services include education, monitoring, mentoring, life-skills training, assessment, job-skills development, and mental health and substance abuse treatment.
- **Phase 3-Sustain and Support** (community-based long-term support): Connects those who have left justice system supervision with a network of social services agencies and community-based organizations to provide ongoing services and mentoring relationships.

Reentry courts also contribute to ex-offender success. Similar to drug courts, they promote offender accountability while providing treatment and services during reentry. They also offer more extensive management and treatment beginning at the sentencing phase.

Potential Funding Sources

Agency	Description	URL
DOJ's Bureau of Justice Assistance's Prisoner Reentry Program (PRI)	With the support of several Federal agencies, PRI reduces recidivism by helping returning offenders find work and access other critical community services.	www.grants.gov/search/search.do?oppId=11292&mode=VIEW
DOJ's Bureau of Justice Assistance's Gang Member Reentry Assistance Project	As part of PRI, this program focuses on developing tools, strategies, and training products that will assist law enforcement and corrections agencies in addressing issues faced by returning juvenile and adult gang offenders.	www.grants.gov/search/search.do?oppId=12668&mode=VIEW
U.S. Department of Labor, Center for Faith-Based and Community Initiative's Ready4Work	Provides mentoring and other transition services for men and women returning from prison.	www.dol.gov/cfbci/Ready4Work.htm

COALITION IN-ACTION: ALLEN COUNTY REENTRY COURT PROGRAM

“The revolving door of crime to incarceration and back again was destroying our community from the inside and out. We had to stop the cycle by preparing people for life outside of jail. Our three-part approach – pre-release, transition into the community, and sustainability – are yielding promising results.”

*Stan Pflueger
Public Affairs Director
Allen County Community Corrections
Fort Wayne, Indiana*

Overview

The mission of the Allen County Reentry Court is to enhance the reintegration of offenders into the community by providing necessary services to those returning offenders while protecting the safety of the community. The program, launched in 2001, requires a one-year commitment of its participants. It consists of five elements: Supervision; assessment; case management; judicial involvement/therapeutic jurisprudence; and evidence-based, cognitive/behavioral programs. Based on DOJ's Reentry Initiative, it supplies pre-release, transition, and sustainability services.

Other components include safe havens that provide ex-offenders services; substance abuse/mental health, out-patient treatment; electronic monitoring during an early-release phase; and local halfway houses that supply housing for those who need assistance – efforts are also underway to open a transitional housing facility. While the Reentry Court's original intent was to work with individuals who volunteered for participation, the county now requires all inmates to take part. By doing so, inmates are eligible for early release (60 to 180 days).

Allen County's Success

Approximately 500 participants have graduated from the Reentry Court, and since its inception, there has been a reduction in the community's recidivism rate

from 30 percent in 2001-03, to 17.5 percent from 2003-05. Affirms the program's Public Affairs Director, Stan Pflueger, “Our success is based on our comprehensive, thoughtful, and flexible approach.” Once the initial design was in place, staff took over a year to prepare the community. An outreach campaign to obtain partner and resident buy-in was launched, and as a result, the program has the support of a wide constituency – substance abuse and mental health treatment, vocational education, social and human services assistance, law enforcement, and the judicial system. Employment assistance is provided through Blue Jacket, Inc., a private non-profit agency which spun out from its parent agency, Allen County Community Corrections. Also key to the court program's effectiveness is its ability to be modified as needs and priorities change. Concludes Pflueger, “We adapt and change activities as needs and priorities shift. And because we've obtained partner support from the beginning, our ability to move in concert with the community is enhanced.”

Want to learn more?

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DOES YOUR SUSTAINABILITY PLAN MAKE-THE-GRADE?

Whether you receive funds from CCDO or SAMHSA, the funds alone can't provide the resources to transform and revitalize a community that is experiencing high levels of drug abuse, crime, and socio-economic challenges. Grant money should instead be used in concert with a pool of existing community resources. Because of your ability to work collaboratively across systems, WSC and community coalitions are well-positioned to capitalize on numerous funding sources in the public and private sectors.

We know that one of your biggest challenges is how to sustain efforts after Federal dollars are no longer in the picture. The key, you say, is to make your programs and activities such integral parts of the community that public and private sources will willingly step up to-the-plate. While this is true, it's important to methodically plan out how your success can be promoted among potential funders so that financial support can be secured and activities can continue to operate seamlessly.

Think about funding in new and creative ways. Here are a few tips:

- Regularly inform your funders about your activities; invite them to events that you're proud of so they can experience where their dollars are going.

- Continuously evaluate partner contributions – what are they providing – funds, in-kind services, such as space, materials production, etc. Is the support meeting your needs – is it making an impact in the community? If it is, then let your funders know; if it isn't, what modifications need to be made?
- Federal funding requires you to plan ahead. Be one step ahead, and strategically plan how your program will grow as your community's needs change. Keep your eyes on what issues may soon appear on the radar screen and who must be involved to help you sustain your efforts.
- Always use research tools such as Geographic Information Systems (GIS) and problem/asset mapping to substantiate community challenges in succinct, visually powerful and convincing ways.

Stick to it – obtaining funds is hard work. Some days, you may feel like your efforts are futile, while other days, your message will resonate among potential funders. Live for those days, for they will come if you've done your homework and kept your strategies on target.

CONCLUSIONS

If there was one universal question that resonates throughout this *Toolbox*, it is this: What strategies make our communities healthier, safer, and more resilient? The new WSC guidelines, our discussion of evidence-based practices, and applying this information to real-life community challenges shows us that collaboration among new and existing partners is a critical piece of

the puzzle. In order to tackle gun violence, methamphetamine abuse, prisoner reentry, and the host of other challenges our communities face, the evidence points to crossing territorial lines that in the past have defined and separated us. By doing so, we draw on our communities' strengths in the best ways possible.

HELPFUL RESOURCES

Creating Safe Neighborhoods

- Project Safe Neighborhood: www.psn.gov/about/index.html
- Project ChildSafe: www.projectchildsafe.org/

Evaluation Tools

- *Evaluating a Weed and Seed Strategy*, Community Capacity Development Office, U.S. DOJ: www.ojp.usdoj.gov/ccdo/pub/wsmononew/wsmononew.pdf
- *Evaluation Primer: Setting the Context for a Drug-Free Communities Coalition Evaluation*, National Community Anti-Drug Coalition Institute: www.coalitioninstitute.org/evaluation-research/EvaluationPrimer-2005.pdf
- *CADCA's National Coalition Institute Online Evaluation & Research Tools*: www.coalitioninstitute.org/Evaluation-Research/EvaluationResearchHome.asp

Evidence-Based Programs

- *National Registry of Evidence-Based Programs and Practices*, SAMHSA: <http://modelprograms.samhsa.gov/>
- *Helping America's Youth Program Tool*, The White House: <http://guide.helpingamericasyouth.gov/programtool.cfm>

- *Blueprints for Violence Prevention*, Center for the Study and Prevention of Violence: www.colorado.edu/cspv/blueprints/

Evidence-Based Program Web sites

- *Blueprints for Violence Prevention*, Center for the Study and Prevention of Violence: www.colorado.edu/cspv/blueprints/
- *Identifying and Implementing Educational Practices Supported by Rigorous Evidence: A User-Friendly Guide*, Institute of Education Sciences: www.ed.gov/rschstat/research/pubs/rigorousetid/rigorousetid.pdf
- National Registry of Evidence-Based Programs and Practices, SAMHSA: <http://modelprograms.samhsa.gov/>
- *OJJDP Model Programs Guide*, Office of Juvenile Justice and Delinquency Prevention: www.dsgonline.com/mpg2.5/mpg_index.htm

Methamphetamine Abuse

- *MethResources.gov*: www.methResources.gov
- *National MethWatch Program*: www.methwatch.com/flash.html
- *Efforts to Combat Methamphetamine Use*, U.S. Department of Justice: www.usdoj.gov/opa/pr/2006/November/06_opa_800.html

The Weed & Seed Toolbox

- *Methamphetamine Abuse in the Workplace*, U.S. Department of Labor's: www.dol.gov/asp/programs/drugs/workingpartners/sp_iss/methamphetamine.asp

Prisoner Reentry

- Bureau of Prison's Offender Workforce Development Division: <http://www.nicic.org/owd>
- National Helping Individuals with Criminal Records Reenter Through Employment (HIRE) Network: www.hirenetwork.org/index.html
- DOJ's Office of Justice Programs, Reentry: www.reentry.gov/welcome.html

- Substance Abuse Treatment Facility Locator and Mental Health Services Locator, SAMHSA: www.findtreatment.samhsa.gov, <http://www.mental-health.samhsa.gov/databases>

Sustainability

- *Sustaining Coalitions: Key Elements*, Community Anti-Drug Coalitions of America: www.coalitioninstitute.org/Coalition_Resources/Sustaining_Coalitions_Key_Elements.htm
- *Sustainability: Principles of Collaborative Leadership*, Community Anti-Drug Coalitions of America: www.coalitioninstitute.org/Coalition_Resources/Sustainability_Principles.htm

Community Anti-Drug Coalitions of America® (CADCA) is a national membership organization representing coalitions working to make America's communities safe, healthy and drug-free. CADCA provides technical assistance and training, public policy, coalition-specific media strategies, conferences and events. CADCA's National Community Anti-Drug Coalition Institute provides training, technical assistance, evaluation and research to help coalitions reduce substance abuse in their communities.

This *Strategizer* is part of a series of publications designed to provide step-by-step guidance on various topics relevant to the work you do in your community each day. For a current list of Strategizers, visit CADCA's Publications Library at www.cadca.org. For additional technical assistance on the topics covered in this *Strategizer*, or information about membership, conferences and training opportunities, contact the CADCA staff by calling 1-800-54-CADCA.

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